

# Parliamentary Review of Health and Social Care in Wales

## A revolution from within: Transforming Health and Care in Wales

### Recommendation 1: One seamless system for Wales

#### What we are currently doing

Reviewed the RPB's vision, and guiding principles for local design and delivery in the light of the Parliamentary review and agreed:

- RPB committed to delivering sustainable and improved health and well-being for all people in North Wales
- Whole system change and reinvestment of resources to preventative model promoting good health and well-being and drawing effectively on evidence of what works best
- Care is delivered in joined up ways centred around the needs, preferences and social assets of people (service users, carers, communities)
- People are enabled to use their confidence and skills to live independently as possible supported by a range of high quality, community based options
- Embedding co-production in decision making so that citizens and their communities shape services
- Recognise the broad range of factors that influence health and well-being and the importance of the links to these areas

RPB and PSB's have opened a dialogue about how they can best work together so as not to duplicate effort and agree what each Board should focus on.

Population Needs Assessment and Area Plan published. Priorities are Children & Young People; Adult Mental Health; Learning Disabilities; Carers; Older People.

#### Direction of travel /what we want to do

Agree common design principles for seamless health care and well-being locality services across the region informed by national models.

Undertake a review of locality working across the region measuring their progress against the principles and priorities for change.

Undertake a parallel review of the governance and support arrangements in each area to ensure localities have the leadership capacity to move forward.

Develop a delivery plan for each locality developed with the public and agreed by local partners and signed off by the RPB.

Assign a regional transformation team to support transformation of the changes in

each locality and refocus the regional programme towards delivering on local arrangements.

Introduce a regular programme of review and challenge to localities and to each partner undertaken by the RPB and based on site visits, local practitioner and user and carer reports.

Influence the change in culture required to deliver on the scale and pace of the transformation required.

## **Recommendation 2: The Quadruple Aim for all**

*Focus on prevention*

*Improve experience for individuals and families*

*Enrich well-being capability and engagement of workforce*

*Increase value*

### What we are currently doing

Population Needs assessment has a focus on prevention.

Regional and organisational strategies such as Well North Wales; Care Closer to Home; Care and Support at Home (SCW); Community Resource Teams; supporting children and family strategies;

Deep dive exploration into system conditions (5 days in a room; 5 days on a ward)

Established the 'What Matters' conversation within service delivery; within the region there are examples of embedding what matters to people into the heart of service design e.g. NHS nursing documentation now includes 'what matters'; Ffordd Gwynedd model.

Developing TEP plans for individuals that ensure what matters to them at end of life is acted upon respectfully thus avoiding unnecessary and painful admissions to acute settings.

North Wales Mwy Na Geiriau Forum is well established that includes all partner agencies across the region which won the Welsh Language Accolade in 2017. The region has expressed an interest in the work welsh pilot commissioned by Social Care Wales.

See Recommendation 5 re workforce.

### Direction of travel /what we want to do

Release funding to community settings allowing for re-distribution of resources community, primary care and prevention strategies.

Further embed the 'What matters' and rolling out of community resource teams

throughout the region through development of trust and changes in cultures and behaviours.

Agree regional approach to the shift required from a risk averse culture to one of empowerment and defensible decision making. Discussions will need to be undertaken with key partner organisations such as Police and Regulators to enable this change.

### **Recommendation 3: Bold new models of seamless care – national principles, local delivery**

#### What we are currently doing

We have a range of excellent examples within the region of both models of delivery and strategies that demonstrate seamless care.

For example:

- Care and support at home strategy (SCW) national
- Care closer to home strategy (BCU) regional
- Dementia Action plan for Wales
- Mental Health Strategy
- Made in North Wales Programme
- Area Plan
- Regional Workforce Strategy
- PSB Well-Being plans

Delivery of a range of integrated approaches and testing/piloting new ways of working via ICF funding for example:

- Integrated teams e.g. Ffordd Gwynedd local
- Community Resource teams local
- Single points of access/Hubs
- Community navigators/connectors
- Community Well-Being Centres e.g. Eirias Park
- Joint Equipment stores
- Health wrap around service for dementia care in residential homes e.g. Carreglwyd and Llys Cadfan
- Housing officer working within acute hospital discharge team
- Multi-disciplinary approach within primary care e.g. Prestatyn Iach

Establishing/running of regional services and systems for example:

- WCCIS
- Integrated Autism Service
- DEWIS Cymru
- Adoption Service
- Team around the Family and Supporting People
- IFSS

Formal pooled budgets arrangement pilot on community services including CHC in one area of Gwynedd.

Working on the principle of agreeing a regional approach/offer/framework but with local delivery for example:

Services for carers; older people

#### Direction of travel /what we want to do

Building on the integration currently developing within localities with the development integrated teams/community resource teams link into primary care services and clusters to ensure that the planning of services for localities is based on the needs of the population; much of which is collated within the regional population needs assessment. The model of the seamless locality service to be agreed by the Regional Partnership Board and the Board could monitor a plan to ensure that the integration of services are developing in a timely manner. This would be for children and adult services, for childrens this would build on what has been developed currently under schemes such as Families first and for some localities will include fully integrated teams with partner organisations.

Agree a regional standard for the community navigator/connector roles, working in localities and establish these regionally linked to single points of access, third sector and community based services.

It would be expected that over time these developments could have single line management and operate under a pooled budget arrangement where this is appropriate.

Develop a range of early intervention services giving opportunities for the third sector to develop and grow innovative services to support local communities – providing opportunities for social value initiatives to deliver community care in different ways.

Learning from what is achieving the best outcomes from the ICF programme and scaling these up at a regional level as appropriate.

Develop trauma informed approaches within children services learning from the ACE agenda and develop appropriate interventions below usual thresholds.

#### **Recommendation 4: Put the people in control**

##### What we are currently doing

Information and advice services have been developed to align to the requirements of the Social Services and Well-Being (Wales) Act.

DEWIS Cymru is being used extensively across the region to access information on services available, the success of DEWIS lies with all community services being registered on the directory and kept up to date. The new DEWIS app is imminent and brings a new dimension into how the director of services can be accessed by front line staff in future.

An established Citizen panel managed by the third sector from which we draw views of citizens as required. In addition Carer and service user rep on the RPB will be doubled.

Established and embedded the use of the core data set and 'What Matters' conversations in contacts and assessment processes; including nursing documentation.

Delivery of the Welsh Language Act requirements and Mwy na Geiriau across social care and health services.

Piloting home care in Bethesda whereby home care agency is given more control with service users to determine how their care is delivered.

#### Direction of travel /what we want to do

Initiate a joint programme of public consultation and engagement to shape and inform of the transformation of services that's required and to keep citizens informed of imminent changes; to compliment any proposed national campaigns.

Develop joint approaches and campaigns with Public Health Wales to health promotion issues (recognising that the public sectors are significant employers of people who will need health and care in North Wales).

Learn from complaints/compliments and accidents and incident reporting across health and care services, becoming organisations that promote continuous professional development and learning from adverse experiences.

Ensure that the use of technologies is being fully explored to share messages with citizens across North Wales; using platforms such as facebook, twitter and the like as well as developing self service portals and apps for citizens.

Undertake a review of the 'what matters' approach to assess its effectiveness i.e. is the services received reflected of what mattered to the individual.

Continue to change culture to ensure that those requiring services are empowered to access the right services for them based on 'what matters'.

### **Recommendation 5: A great place to work**

#### What we are currently doing

The North Wales Regional Workforce Board have completed its workforce strategy – North Wales Social Care and Community Health Workforce Strategy and are moving to delivery of the programme.

The three main key priorities are:

- Workforce sustainability
- Learning and development
- Workforce and intelligence

Influencing the work of the Economics Ambition Board through the North Wales Regional Skills Partnership to ensure that social care and health are recognised as a sector of economic significance.

Engagement to support the sustainability of a traditionally low paid workforce within a competitive employment market.

Support the workforce to have the knowledge, skills and competencies and developing new integrated posts for example health and social care workers; mentors for integrated team development.

Continue to work on changing the culture to enable delivery aligned to the requirements of the SSWB Act.

Supporting providers through the RISCA process as well as the new qualifications requirements for registration of social care workers.

Strategic partnership boards are held with the North Wales Universities to support the delivery of Social Work Qualifications.

#### Direction of travel /what we want to do

Delivery of the strategy as per published programme.

Development and training of staff as required to deliver a seamless service across health and social care and develop career pathways; this could include new posts as required.

Influence the number of training placements and funding streams for various training courses within Universities and colleges for example nurse, social worker, health and social care courses and explore the possibility for hard to recruit posts and new integrated posts.

Work with universities on how best to change cultures of staff to deliver services and how we also change the culture of citizens to make wise choices and promote their well-being.

Supporting workforce sustainability through the promotion of the sector as a career of choice, working with the sector to co-produce approaches and promotions.

### **Recommendation 6: A Health & Care system that's always learning**

### What we are currently doing

Regional Safeguarding Boards looking at how the Serious Untoward Incidents process within the Health Board sits with the Adult Practice / Child Practice Review process so that we share the key learning from these reviews to inform service improvements.

Some localities have adopted systems thinking methodologies whereby continual learning is a key component.

Cultural change initiatives developing from the work undertaken regionally on the Provider market initiative and this identified a risk aversion culture.

Cross sector training opportunities for example:

SSWBA Training

What Matters training

RISCA

SCWDP training

National outcomes framework for social care services.

Individual partner organisation learning and development strategies and training requirements.

### Direction of travel /what we want to do

Changing the focus of the Regional Partnership Board on understanding what's working in the region and sharing good practice across the region.

Focus on patient and service user experience and what's worked from their perspective.

## **Recommendation 7: Harness innovation, and accelerate technology and infrastructure developments**

### What we are currently doing

The DEWIS Cymru concept was developed in North Wales. Promoting the use of DEWIS Cymru website. The DEWIS app is imminent and this has the potential to change the way that the directory of services can be accessed by front line staff from health, social care and wider sectors.

Local Authorities are developing their own digital/technology infrastructures for other departments of the council e.g. payments on line; more use of social media etc

WCCIS is currently rolling out across the region, albeit at the pace of current information systems expiring.

E-learning is used by organisations to deliver training to staff within partner organisations.

Ensuring that health and social care has a voice on the North Wales Regional Skills Partnership and that the sectors are seen as an economically important sector with the ability to attract funding to support the sector.

Extensive use of both telehealth and telecare across the region.

#### Direction of travel /what we want to do

This is an area least developed in the North currently and an area where there is ever evolving initiatives. The possibilities need to be explored and an integrated strategy developed for example how apps, and initiatives such as Amazon Alexa could be utilised, although there would need to be the need to deliver to the same level in Welsh.

Investment into DEWIS Cymru at a national level would enable the system to continue to develop at pace as the directory of services. It has the ability to be embedded into organisational websites and ability to work with other directories of services. Work is also underway nationally on how DEWIS will work with 111 and also the app has the potential for front line staff to have access to the website from smartphones.

Further develop telecare and telehealth services across the region. Work with retail and leisure services around well-being and enabling simple tests such as blood pressure tests to be undertaken in a range of retail and leisure facilities.

Continue work on WCCIS implementation with aim of ensuring both health and social care can work in an integrated way on one system.

### **Recommendation 8: Align system design to achieve results**

#### What we are currently doing

We have different measurement tools across Local Authority and Health Board on a national level which means we are often driven to achieve different things.

Locally within integrated teams progress is being made to develop measures around how well services are delivering 'what matters' to individuals.

Short term funding streams and grants make planning of services difficult particularly when these require commissioning processes to be undertaken and reporting requirements for these funding streams need to be proportionate.

Piloting of pooled budget arrangements where we can change the system design to achieve results. We believe this is best achieved by pooling resources around integrated teams thus giving front line staff the ability to make effective decisions for service users.

Regional non risk sharing pooled budget for care home placements as per requirement by Welsh Government.

Publishing the ICF revenue investment plan demonstrating links to the national



principles and outcomes. Quarterly reporting against the plan.

#### Direction of travel /what we want to do

Outcome frameworks across health and social care should be proportionate, outcome focussed and aligned particularly when services are delivered in an integrated way.

Learn from the experience of system design.

Design an ambitious long term ICF Capital Programme that will deliver a strategic use of funds to improve service delivery and maximise the contribution housing interventions can make.

### **Recommendation 9: Capacity to transform, dynamic leadership, unprecedented co-operation**

#### What we are currently doing

We have established joint regional governance with several key aspects of work approached in a regional way for example; workforce, commissioning, safeguarding; pooled budgets group; ICF; mental health; children; older people; carers; learning disabilities. Leadership capacity to operate on a local and regional basis is a challenge as is the relationship between different legislative Boards e.g. PSB and RPB.

Our experience of developing the regional population needs assessment and Area Plan across partners means that we have the experience to be able to work collectively to develop joint plans as required for example the moving to joint commissioning plans.

We have strategic commissioning partnership in North Wales focussing on care homes; market supply; service quality and outcomes; value for money; contract and quality management.

There are a number of integrated activities taking place around commissioning and contracting for example: contract, quality and risk management; standard contracts and specifications; fees methodology.

Training for health and social care commissioners and finance officers on effective integrated procurement strategies.

We have established a regional Social Value Forum Steering group this is exploring areas such as return on investment; developing of local forums; development of social value measures.

#### Direction of travel /what we want to do

Influence the leadership training available across the sector ensuring that this is appropriate for the transformational change and covers leadership at all levels.

Evaluate the existing regional governance and work streams to reflect the parliamentary review recommendations.

Build on the strengths developed within the regional work streams but be clear on where we add value on a regional basis.

## **Recommendation 10: Accountability, progress & pace**

### What we are currently doing

The RPB meet monthly with good governance and attendance. With presentation of good practice, scrutiny and challenge.

To share information widely with the public we have the Collaborative Website which is used to publish:

- Regional plan
- Regional Partnership Board minutes
- Regional Partnership Board Annual Report
- Membership
- Programme updates
- Consultation and engagement opportunities across the region

### Direction of travel /what we want to do

Regional Partnership Board is committed to delivering the recommendations of the Parliamentary review and has a series of workshops and planning sessions over the next few weeks to be clear on its actions and projects. Early notification and details of the Transformation Fund would be appreciated.

The RPB is keen to be the custodian of the funding allocation to North Wales as it has cross partner representation to ensure its effective and efficient use

The RPB sees itself as the accountable Board to ensure progress and pace of change by freeing up localities to design, deliver and develop solutions based on regional support and national standards and principles.