

REPORT TO THE CABINET

Date of Meeting: 13 March 2018

Cabinet Member: Cllr W Gareth Roberts and Cllr Dilwyn Morgan

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Title of Item: Parliamentary Review of Health and Care in Wales

1. Background

- 1.1 This Report provides an overview of the Parliamentary Review of Health and Social Care in Wales, and its relevance to Health and Care Work in Gwynedd.
- 1.2 The final report of the Review of Health and Social Care was published on 16 January 2018.
- 1.3 The review focused on defining the matters that face health and social care, recognising the need for change, a vision for the future, and advice on how to deliver any change by building on the positive aspects of the current system.
- 1.4 The review makes a recommendation about new care models, which concentrate the services around the individual and their family, as close to home as possible. It emphasises the need for high quality preventative services, which can be easily accessed.

2 Why is a Decision needed?

- 2.1 It is appropriate to consider our position in relation to the final report of the Parliamentary Review, to enable us to be confident of our future direction for health and care services in Gwynedd for children and people of all ages.

3. What is the Decision sought?

- 3.1 Members are asked to consider this report and the appendix, and to acknowledge the alignment of the strategic plans for the future in relation to adult care services and children and supporting families services with the Review.

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4. What is the background and relevant considerations?

- 4.1 As Cabinet Members with lead responsibility in the field of health and care, we welcome the publication of this Review.
- 4.2 It provides an opportunity to consider the long term future of health and social care in Gwynedd, and how we can build on our work of creating a sustainable and seamless health and social care system that focuses on the needs of Gwynedd's residents.
- 4.3 The Review argues that fundamental changes are required to the current health and care system in Wales, to ensure that we empower individuals to make decisions, and tailor care to the needs and choices of individuals. It also notes the need for the system to be more proactive and preventative, ensuring that seamless and high quality services are available as close as possible to people's homes.
- 4.4 The Review should act as a substantial evidence base to guide the Welsh Government's Strategy for Health and Social Care in future. Four aims are presented - 'The Quadruple Aim'- that will lead to:
- I. Improving population health and well-being through a focus on prevention.
 - II. Improving the experience and quality of care for individuals and families.
 - III. Enrich the wellbeing, capability and engagement of the health and social care workforce, and
 - IV. Increasing the value achieved from funding of health and care through improvement, innovation, use of best practice, and eliminating waste.
- 4.5 The review acknowledges that local authorities have been moving towards an integrated care system for some years, and we as a Council submitted evidence to the Review about the integrated working that has happened at Alltwen, and has now been rolled-out across the County.
- 4.6 ICF funding has assisted this work to enable us to work with wider partners such as the third sector. But, as this review has highlighted, the persisting challenge is how can we be more innovative and ambitious, and increase momentum to create a seamless care and health system.
- 4.7 The Review proposes ten high-level recommendations, with detailed actions to support each recommendation, and a clear focus on developing 'One Seamless system for Wales'. A national programme of transformation is proposed to supervise the delivery process.
- 4.8 In the Report's supplementary work, reference is made to our work in Gwynedd as good practice and the Report proposes that consideration should be given to using good practice, which includes our work, as a resource to disseminate the work across Wales.
- 4.9 The recommendations are outlined below, with an overview of how we currently operate in relation to each one, and how our future plans align with the principles of the report.

Recommendation 1: One seamless system for Wales

Care should be organised around the individual and their family, as close to home as possible, it should be preventative with easy access and of high quality. In part it should be enabled via digital technology, delivering what users and the wider public say really matters to them. Care and support should be seamless, without artificial barriers between physical and mental health, primary and secondary care, or health and social care. The public, voluntary and independent sectors have a role to play in addressing the current needs of the population, and in future.

The Community Resource Teams teams in the field of older people, is certainly an example of a seamless health and care system that focuses on what matters to every individual, and tries to ensure that care is provided close to home. The third sector plays a key role in these teams.

While mental health and learning disabilities are not treated as individual matters within the review, the report states that care and support should be seamless, "without artificial barriers between physical and mental health, primary and secondary care, or health and social care". This is the intention within our disabilities and mental health services in Gwynedd, and members will be aware of the change that is taking place.

Recommendation 2: The Quadruple Aim for all

The report re-states the vision for "one system" with four aims - the Quadruple Aim. That is, health and care staff, volunteers and citizens should work together to deliver clear outcomes, improved health and well-being, a cared for workforce, and better value for money.

It is easy to see the similarity between the principles of Ffordd Gwynedd and the quadruple aim, with the focus on the individual, the removal of barriers and eliminating waste. We can be confident in moving ahead with our 're-designing care' programme that has started, and the 'family support strategy' that will be starting imminently by using this report as confirmation that we are on the right track.

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

The report describes the shift to a new, seamless working method in localities - led by the vision and the Quadruple Aim and national best practice principles. There is reference in the review to the need to examine the regulation and performance management arrangements, that do not, in their view, encourage preventative work, and this needs to be addressed. There is also reference to the need to address the adverse factors/incidents that happen to children, which can lead to lifelong problems.

It is worth noting that the above arrangements are not a reflection of current processes. For example, there is a requirement to establish pooled budgets on a regional basis, and this is a challenge. How can this be effective with integrated services designed on a local footprint? There is a risk that this perspective would go against 'National Principles – local delivery' and the Welsh Government's view on this is an important foundation to establish if we are to succeed.

There are a number of work streams in operation in Gwynedd. One is the home care project that is a new care model with an emphasis on keeping services as local as possible, and placing individuals at the centre of those services.

Additionally, the Council has already identified the need to focus more on supporting families, with a strong emphasis on preventative work and integrated working across key partners. It is intended that this should be delivered in a seamless way that strengthens the role and contribution of partners to improve outcomes for children and people of all ages.

Members will be aware that the Regional Population Assessment was conducted last year, and that a Regional Plan has now been created. It is evident that it is essential to have a clear picture of Gwynedd's population needs, to ensure that we make the correct provision locally, and this analysis and comprehension work is underway.

Recommendation 4: Put the people in control

There is a demand to strengthen the role that individuals and the community can play, by providing a voice and control within health and care, and ensuring that people of all ages and all communities are equally involved.

Establishing robust communities is a central part of this. Our 'Resilient Communities' programme within the Council's Plan focuses on the investment in new or current preventative services within primary and community centres that are relevant to children and people of all ages. The programme will offer new opportunities within preventative services in parallel with the 'business as usual' of the current system. The Council has included 'community resilience' as one of its main improvement priorities for the next five years, and it will be an important part of trying to ensure that individuals can remain and continue to live within their communities. As the report notes, a key part of this is the role of the third sector and the huge contribution of unpaid carers. There will be a need to ensure that our collaboration arrangements are effective in this respect.

Recommendation 5: A great place to work

Staff should be well trained and supported, and there should be engagement with them in order to deliver a high quality service that corresponds to the vision and the Quadruple Aim, leading to continuous service improvement.

The workforce's skills and capability is a crucial factor in relation to the standard of care and outcomes. The creation of sustainable health and care service in the future will depend upon our ability to reconfigure the workforce to offer new care models. However, there are staff shortages across the health and care sectors. There is a work stream within the Council's Plan to respond to this challenge, but the need for a National response to a number of matters has been identified.

There is also reference to the need to support unpaid carers. This is one of our main priority areas for improvement as a Council over the next strategic period. We need to ensure that unpaid carers are recognised, appreciated and included when planning the workforce. It is evident that we need to work very closely with the Health Board and other key partners such as our care providers and the University if we are to succeed in this matter.

Recommendation 6: A health and care system that's always learning

Strengthen the culture and behaviour of embracing shared learning, to counterbalance judgement, fear and risk aversion. This will instigate leaders to create a system where people can learn continually through a system of continuous improvement. Inclusion is an important element, including the workforce, the citizen and the voluntary and independent sectors.

In this respect the culture of implementing 'Ffordd Gwynedd' principles tries to make this habitual practice. Supporting staff to make confident decisions while considering the risks will be a continual challenge.

Recommendation 7: Harness innovation and accelerate technology and infrastructure developments

The need for Wales to maximise the benefits of technology and innovation to pursue the Quadruple Aim.

There is a reference here to WCCIS, but although it is praised as an intention and an action, the Review notes that there are challenges in relation to integration, governance and cultural issues related to the use of new IT systems. Here in Gwynedd, WCCIS is already live, but Betsi Cadwaladr Health Board is not yet using the live system. There is also an opportunity for us to examine how the 'Growth Plan' work can support health and care in relation to the use of technology, and there are discussions in the pipeline to incorporate this need within the strategy.

Recommendation 8: Align system design to achieve results

This recommendation mainly focuses on the arrangements within the NHS to design the system to achieve outcomes. There is reference here to the need to establish more appropriate performance management targets and measures. Again this is in keeping with 'Ffordd Gwynedd' principles, and we would welcome an opportunity to share our work on this with the Government.

Recommendation 9: Capacity to transform, dynamic leadership, unprecedented cooperation

National, regional and local capacity and capability must be strengthened to encourage the health and care system to make progress along the lines of the Quadruple Aim, and develop new models of care.

There is a reference here to ensuring that the work of service planning, collaboration, decision making and resourcing should be devolved to the locality level whenever possible. There is also reference to the need for decision making to be quicker and less risk averse.

Our experience locally demonstrates that it is difficult to change working arrangements in a large and complex system, and that the vast and complex Health Board's arrangements and the regional arrangements can lead to a slow and cumbersome decision making process. The arrangements and working relationship on a sub-regional basis through the Area Director helps us considerably in Gwynedd, and has assisted the progress that has been made, but the arrangements and accountability must be strengthened locally in order to accelerate the change. Discussions to establish this have already started.

Recommendation 10: Accountability, progress & pace

There will be an expectation to publish the level of progress against the vision, the Quadruple Aim and the new models at intervals of a year, three years and five

years, and to benchmark progress against the three other countries in the United Kingdom.

5. Matters to be Noted

- 5.1 There is reference within the Review to the need to create a national Transformation Programme to implement the recommendations. We believe that there is a risk here that such a team would attempt to drive changes locally, thereby cutting across local arrangements. There is a need to be aware of this risk, and to try to influence the way that this team would work. In addition, there is a risk that this would go against Recommendation 3 'National Principles, Local Delivery'.
- 5.2 The recommendation also proposes that a National Support Team should be established, with an independent evaluation process to learn what is working well and why. It recommends that the Welsh Government should require each Regional Partnership Board to develop and implement a seamless locality model in at least two new localities in their region, using extra investment through a Transformation Fund and support from the transformation programme. There may be an opportunity for us to consider ourselves as a model of good practice.
- 5.3 One of the key priorities of the Transformation Programme will be to ensure that seamless care and support for children and young people are available locally. There is reference to reducing poverty and inequality for children. Members will be aware that this aligns with the direction in relation to the area of supporting families.
- 5.4 There is a reference to the importance of the Welsh Language in the field of care and health, and the need to ensure that this is considered when planning the workforce. However, there is reference to focusing on professions that use tests as part of their work, e.g. speech therapists; which could mean that more general professions such as general nurses and social workers do not receive the same priority. It is important for us to continue to drive our 'More than Just Words' agenda across the whole workforce.

6. ANY CONSULTATIONS UNDERTAKEN PRIOR TO RECOMMENDING THE DECISION

6.1. Views of the Statutory Officers:

i. Monitoring Officer:

As noted in the report of the Parliamentary Review the outcomes are in form of recommendations for Welsh Government. The way and extent to which the Government responds to the report will be key from a Local Government perspective. However, it is appropriate that cognizance is taken of the finding and recommendations of the Review and the way in which the Councils current work and plans reflect the outcomes of the report.

ii. Head of Finance Department:

This overview report identifies issues facing health and social care, the need for change, vision for the future, etc. The Parliamentary Review proposes 10 recommendations, but I understand that many of these are already being

implemented by this Council, or that the vision is in place. The decision requested does not assume approval of any additional resources, and the relevant department is expected to separately submit a specific bid should that be necessary.

6.2. Views of the Local Member:

6.2.1 Not a local matter.

6.3. Results of Any Consultation:

6.3.1 None to note.

Appendices:

Appendix 1

Parliamentary Review of Health and Care in Wales.
<http://gov.wales/docs/dhss/publications/180116reviewen.pdf>

Background Documents:

None.