

25 MARCH 2019

A Healthier West Wales Transformation Programme

Summary of report and key issues

1. The 'Healthier West Wales' Transformation Programme was submitted to Welsh Government in December 2018. It comprises 8 linked programmes under 4 themes or Action Priorities
2. Funding of £11.9 million has been allocated to support delivery of 3 programmes. The RPB has been invited to resubmit proposals for the remaining programmes.
3. Work is underway within the Region to commence implementation of programmes for which funding has been awarded and revise remaining proposals prior to resubmission.
4. Regular reports on delivery will be provided for the RPB.

Recommendations

That the Board:

1. Notes the contents of the Report.

Background

1. At its meeting on 8 November 2018, the RPB considered a draft of the regional transformation proposal, 'A Healthier West Wales'. The proposal was aligned with the national plan for health and social care, 'A Healthier Wales' and aimed at radically changing the face of health and care in the region over the next two years and beyond.
2. Taking on board the comments of the RPB, a final proposal with a total value of £18.2 million was submitted to Welsh Government in December 2018. The proposal, attached as **Appendix 1**, comprises 8 programmes grouped under 4 Action Priorities, which:
 - **Align with the design principles** within A Healthier Wales
 - Support delivery of the **Quadruple Aim**
 - Reflect **commitments within the West Wales Area Plan**
 - Are **scalable within our region and across Wales**

- Are **strategically linked although not inter-dependent**
- Are **based on evidenced best practice within Wales, the UK and beyond**
- Are **informed by evidence of what our citizens want** and will be delivered through a **co-productive approach**
- Embrace a **'through-age' model** which will support people in Starting and Developing Well; Living and Working Well; and Growing Older Well
- Are costed over the duration of funding and will be subject to **detailed profiling** following approval
- Will be **independently evaluated against specific outcomes** identified at programme inception, based on 'most significant change' principles and reflecting our vision of what change will look like. These will also be informed by the **National Outcomes Framework for Social Care** and our **regional outcomes framework** which we are developing to underpin our Integrated Pathway of Care. This will provide us with the evidence to recommend redirection of core resources to sustain successful models beyond the period of funding. Commitments to this will be enshrined within programme-specific **sustainability plans**
- Will be **delivered jointly by partners**, with additional, time-limited, external capacity where necessary to support the pace of change

3. The Action Priorities and supporting programmes are set out below:

ACTION PRIORITY 1: IMPROVING LIVES THROUGH TECHNOLOGY

Programme 1: Technology-enabled care (£7.4m)

Summary

- Based on successful model in Bilbao, Spain
- Selected individuals in a locality receive initial **wellbeing assessment** informing individualised **stay well plans** and are linked via bespoke technology to **person-centred, proactive tele-monitoring service**
- Monitoring service calls participants on a regular basis and **picks up changes in their condition or heightened risk e.g. due to loneliness or falls, enabling preventative services to be provided within the community, preventing escalation and crisis**
- Where crisis occurs, **24/7 multi-disciplinary response units visit individual within 60 minutes and arrange community-based or medial support**, avoiding hospital admission where possible
- **Enhanced community services in relation to falls, carer support and holistic community intervention**
- **Digital inclusion project** to reduce loneliness and isolation
- Incremental implementation across the region

Programme 2: A shared digital framework (£120K)

Summary

- **Regional digital strategy**
- Delivery of a **regional data portal** which
 - Reads across different client management systems (health, social care and beyond) and creates a single record allowing sharing of information and person-focused support plans
 - Gathers population data from across systems and informs service planning and risk stratification on a locality/ community basis ensuring resources are focused where most needed

ACTION PRIORITY 2: STRENGTHENING OUR INTEGRATED LOCALITIES

Programme 3: Fast-tracked, consistent integration (£3.2m)

Summary

- Implementation of **integrated delivery structures** at county and locality level
- Trialling of **locality model for unscheduled care** in the community, allowing referral to appropriate social or clinical support within the community and avoiding admission to hospital. Response will be through multi-disciplinary teams including advanced practitioners and free up GPs to focus on managing people with complex medical problems
- **Improvement capacity in each locality** to identify local priorities for change and accelerate the pace of change, building on cluster programmes

Programme 4: Proactive, supported self-management (£1.1m)

Summary

- Focus at locality level on improving **self management of long term conditions, through enhanced social prescription**
- **Specific social prescription pilots in 2 areas of highest deprivation** through **time banking** scheme
- **Disease-specific self management programme focusing initially on pre-diabetes across localities**

ACTION PRIORITY 3: SUPPORTING CHANGE TOGETHER

Programme 5: Behaviour change for good (£1.9m)

Summary

- Working with academic partners (possibly Aberystwyth University), to develop a **Behaviour Change Framework** to support staff at all levels to understand how behaviour change can be used to transform practice and outcomes
- Testing the model in several high priority areas to affect change – **First 1000 Days and Adverse Childhood Experiences**
- Establishing **innovative citizen engagement arrangements** (through a citizen panel and digital tools) to enable ongoing co-design and production of wellbeing services, working beyond health and care and partnering with PSBs, at regional, county and locality level

Programme 6: An asset-based workforce (£1.3m)

Summary

- Establishment of **West Wales 'Learning Academy'** and development and delivery of a **systems leadership programme** aimed at different levels of the workforce and across sectors, equipping them for the demands of integrated working and delivery of transformed models of care
- **Workforce plan for West Wales** identifying 'pinch points' in terms of future workforce and informing planning to address risk
- **Workforce wellbeing project** across partner agencies aimed at improving staff wellbeing and encouraging them to connect and contribute to their communities

ACTION PRIORITY 4: CONNECTED PEOPLE, KIND COMMUNITIES

Programme 7: Creating connections for all (£1.2m)

Summary

- **Regional 'Active citizens' (volunteering) programme**, working with community councils and others to promote and encourage community participation
- **Embedding community connector approach** across the region to link people with community-based preventative support, encourage participation and grow new supply
- **Intergenerational project aimed at linking generations and based on young people teaching older citizens digital skills**, reducing loneliness and isolation across both groups

Programme 8: Building the infrastructure to deliver differently (£1.8m)

Summary

- Develop **regional approach to social enterprise** and support the establishment of new delivery models in key areas of concern e.g. community transport, respite for carers
 - Support **micro-enterprise** as part of care and support economy through a community catalysts support programme
 - Establish and embed **regional innovations forum** bringing providers from all sectors together in remodelling care and support and building social value
4. The proposal was considered by a national evaluation panel on 15 December 2018.

Panel decision

5. A response was received from the panel on 16 January 2019. This confirmed in-principle approval of the following 3 programmes and an initial allocation of £11.9 million, subject to a series of specified active management conditions and ratification by the Minister for Health and Social Services (since received):
- Programme 1: Proactive technology-enabled care
 - Programme 3: Fast-tracked, consistent integration
 - Programme 7: Creating connections for all

Programme 1 has been identified as a **national flagship project** within the Welsh Government's NTEC Programme, given its radical approach and potential to be upscaled to an all-Wales approach.

6. Resubmissions have been invited for the following programmes, with advice provided on aspects of each proposal needing to be strengthened:
- Programme 4: Proactive, supported-self management
 - Programme 5: Behaviour change for good
 - Programme 6: An asset based workforce
 - Programme 8: Building the infrastructure to deliver differently
7. The proposal for Programme 2- A shared digital framework - was not supported in its current form.
8. A [joint press release](#) confirming the initial allocation, was issued by the Minister on 19 March.

Implementation

9. Cross-agency working groups have been established under each of the four themes within the proposal to oversee the following:

- Development of detailed delivery plans for approved programmes; some flexibility in terms of revisiting specific elements of the proposals is permitted, providing the original objectives and outcomes remain the same
 - Redrafting of the proposals that have not yet been approved with the aim of resubmitting them for consideration by the Panel in late April. This will include a complete re-working of Programme 2 (shared digital framework). Programme 6 (asset based workforce) will be revisited with a view to supporting the delivery of the leadership elements of the forthcoming national workforce strategy for health and social care, in partnership with Social Care Wales (SCW) and Health Education and Improvement Wales (HEIW).
10. A formal governance structure for the programme will be developed over the coming months, with programme management support provided by the Regional Collaboration Unit. Where possible, common governance will be adopted for implementation of 'A Healthier West Wales' and the 'Healthier Mid and West Wales' strategy recently adopted by Hywel Dda University Health Board. Further information on this is provided in Agenda Item 5.
 11. Opportunities are being taken to partner with the three West Wales Public Services Boards (PSBs) in delivering some aspects of the programme, for example the shared digital framework, social prescribing and community prevention. Mechanisms for ongoing engagement with citizens through a regional panel, locality-based arrangements and social media-based approaches will also be developed with the PSBs, delivering a wider wellbeing focus.
 12. Work will also be taken forward to establish a regional **Research, Innovation and Improvement Hub** as part of a national network to facilitate dissemination of learning, with additional funding provided by Welsh Government.
 13. The Head of Regional Collaboration is lead officer for the Healthier West Wales programme. Programme management will be provided through the Regional Collaboration Unit, which will also coordinate the collation of quarterly reports for consideration by the RPB and submission to Welsh Government.
 14. Revised outcomes for the programme will be developed in partnership with the Welsh Government's Transformation Division. Here the aim will be to develop outcomes that apply across the entire regional programme, including ICF, to ensure consistency and provide a 'global' overview of the impact of regional/ collaborative working.
 15. Carmarthenshire County Council will act as financial host for the programme, distributing funding across the partnership to deliver agreed activities as delivery progresses. Funding can be deployed across the financial years 2019-20 and 2020-21.

Monitoring delivery

16. Alongside quarterly reports, detailed presentations on aspects of the programme will be made over the delivery period, including Programme 1, which will be provided at the meeting in May.