

# A Healthier Wales: Our Plan for Health and Social Care Welsh Government June 2018

## Summary

### Overview (p1-2)

The Plan has been produced in response to the Parliamentary Review of Health and Social Care which reported in January 2018. Its stated ambition is to *'bring health and social care services together, so that they are designed and delivered around the needs and preferences of individuals, with a much greater emphasis on keeping people healthy and well.'* Welsh Government commits to engaging with people who deliver health and care services, and the wider public in driving change. Stronger national leadership and change will support the required changes.

### Vision for the future (p5)

The vision set out in the Plan is based on the principles of prudent healthcare, the work of the parliamentary Review and engagement across health and social care with leaders, staff and the public.

The core vision is **that 'everyone in Wales should have longer, healthier and happy lives, able to remain active and independent, in their own homes, for as long as possible'**.

A 'wellness' system is envisaged in which services are only one means of supporting people. There will be equity of provision across Wales. Services will be seamless, delivered as close to home as possible and designed around individual and community needs alongside quality and safety outcomes.

People will only go into hospital when essential with a shift to community care, allowing speedier admission to hospital when necessary.

The envisaged whole system approach will be more effective, efficient and equitable, making it sustainable for future generations.

**Whole system values** are proposed and these are informed by existing core values of the NHS. The proposed new values are:

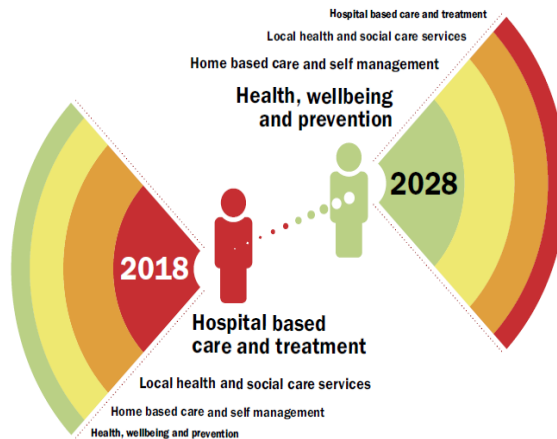
- **Coordinating health and social care services seamlessly**, wrapping around the needs and preferences of the individual, so that it makes no difference who is providing individual services

- **Measuring the health and wellbeing outcomes which matter** to people and using that information to support improvement and better collaborative decision making
- **Proactively supporting people** throughout the whole of their lives, and through the whole of Wales, making an extra effort to reach those in most need to help reduce health and wellbeing inequalities
- **Driving transformative change** through strong leadership and clear decision-making, adopting good practice and new models nationally and more open and confident engagement with external partners
- **Promoting the distinctive values and culture** of the Welsh whole system approach with pride, making the case for how different choices are delivering more equitable outcomes and making Wales a better place in which to live and work

### **Delivering the vision will involve:**

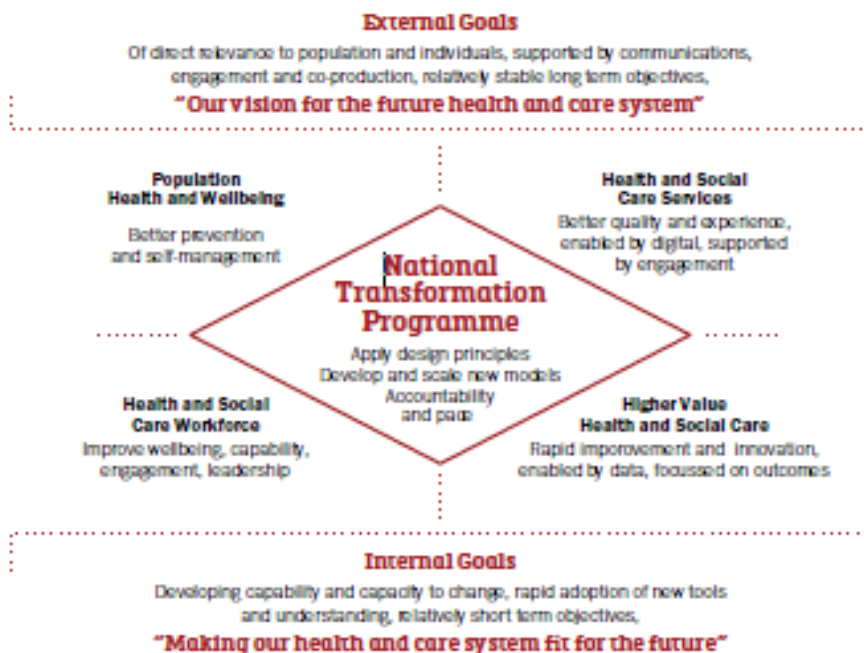
- Achieving **longer, healthier and happier lives** through people taking more responsibility for their own health and wellbeing, and for their family and those they care for (p7)
- **A whole system approach to health and social care** which is not just about services but a 'wellness' system which supports and anticipates health needs to prevent illness and reduce the impact of poor health (p9)
- **An equitable system which achieves equal health outcomes for all** (p9)
- **Services which are seamless and delivered as close to home as possible**, with integration at local and regional level and multi-disciplinary services focused on prevention and early intervention within localities (p10). This will involve other partners beyond the NHS and local authorities and combine face to face and digital delivery
- **People only going to a general hospital when it is essential** (p12-13), with hospitals providing specialised services and 24/7 accident and emergency services. Hospitals will be judged on outcomes for patients and people will spend less time there following admission.
- **Using technology to support high quality, sustainable services**, including disease detection and diagnosis, assistive technology and shared information on people and their needs (p13)

These changes will bring a fundamental shift in emphasis and investment across the whole system, as illustrated below:



The Plan sets out a long-term journey of change (p15) although commitments and actions focus on the short-term (3 years). Actions will be driven through a **national transformation programme** underpinned by the Quadruple Aim set out in the report of the Parliamentary review, namely:

- Improved population health and wellbeing
- Better quality and more accessible health and social care services
- Higher value health and social care
- A motivated and sustainable health and social care workforce



Ten national **design principles** will be adopted to drive transformation (p15-17). These will be the subject of engagement with the sector to ensure understanding and buy-in and be reviewed in 3 years. A national overview of overall performance of health and social care against the Quadruple Aim will be published in 2021. The principles are:

- **Prevention and early intervention** – acting to enable and encourage good health and wellbeing throughout life; anticipating and predicting poor health and wellbeing
- **Safety** – not only healthcare that does no harm, but enabling people to live safely within families and communities, safeguarding people from becoming at risk of abuse, neglect or other forms of harm
- **Independence** – supporting people to manage their own health and wellbeing, be resilient and independent for longer, in their own homes and localities, including speeding up recovery after treatment and care, and supporting self-management of long-term conditions
- **Voice** – empowering people with the information and support they need to understand and to manage their health and wellbeing, to make decisions about care and treatment based on 'what matters' to them, and to contribute to improving our whole system approach to health and care; simple and timely communication and coordinated engagement appropriate to age and level of understanding
- **Personalised** – health and care services which are tailored to individual needs and preferences including in the language of their choice; precision medicine; involving people in decisions about their care and treatment; supporting people to manage their own care and outcomes
- **Seamless** – services and information which are less complex and better coordinated for the individual; close professional integration; joint working, and information sharing between services and providers to avoid transitions between services which create uncertainty for the individual
- **Higher value** – achieving better outcomes and a better experience for people at a reduced cost; care and treatment which is designed to achieve 'what matters' and which is delivered by the right person at the right time; less variation and no harm
- **Evidence driven** – using research, knowledge and information to understand what works; learning from and working with others; using innovation and improvement to develop and evaluate better tools and ways of working
- **Scalable** – ensuring that good practice scales up from local to regional and national level, and out to other teams and organisations
- **Transformative** – ensuring new ways of working are affordable and sustainable, that they change and replace existing approaches, rather than add a permanent extra layer to what we do now

**Proposed actions** are as follows:

### **New models of seamless local health and social care (p18-20)**

- RPBs to have a key role in driving the development of local models of health and social care, including primary and secondary care

- Local cluster needs assessment to feed into regional assessments and Area Plans
- Clusters and RPBs working together to interpret national design principles and align with their own priorities
- Each RPB to identify and promote **at least 2 models of seamless locality-based health and social care services**, aligned to the Quadruple Aim and design principles
- Health Inspectorate Wales and Care Inspectorate Wales to jointly examine progress of new local models and the effectiveness of RPB joint working
- Focus on Welsh language provision

### **Transformation programme (p21-22)**

- National transformation programme to be established (June 2018) led by the Director General, Health and Social Services supported by a National Transformation Board with rationalised national structures and local governance through RPBs.
- **Transformation Fund** (from June 2018) is a significant investment but this is about targeting priority projects, speeding up development and demonstrating value.
- **Initial focus of the Transformation Fund** will be on models which:
  - Align health and social care services
  - Local primary and community-based health and social care delivery
  - New integrated prevention services and activities

### **Improving quality and value (p22-24)**

- Strengthening talent and leadership
- Value based healthcare
- National standards for rapid evaluation of innovation and improvement
- Focusing activity in priority areas
- Planning nationally to share good practice
- Improved clinical and other information
- Enhanced partnerships with academia
- Scaling local innovation to regional and national level
- Bring together research, innovation and improvement activity within each RPB footprint

### **Digital and data (p 24-26)**

- Accelerate progress towards national digital architecture with roll-out of WCCIS and online platform for citizens
- Invest in workforce to support digital change
- National data resource to allow large-scale information to be shared securely and appropriately

### **Sustainable health and social care funding (p26-28)**

- Commission a new analysis of current spending and impact of new models on future costs
- Discussion around radical options for social care funding including potential social care levy

- Alignment of Transformation Fund, ICF, Primary Care Fund, Aids and Adaptation funding
- Pooled funds across health and social care and aligning planning and governance arrangements
- £68 million capital programme for health and care centres and increased ICF capital

### **Continuous engagement (p28-29)**

- Ambition to engage collaboratively, continuously and holistically
- Development of a comprehensive 'Future Health and Social Care' engagement programme to be delivered jointly by all partners and combines regular events with digital technology
- New national offer of involvement to citizens

### **Health and social care workforce (p30-32)**

- Health Education and Improvement Wales (EIW) and Social Care Wales (SCW) to develop a long-term workforce strategy in partnership with the NHS and local government (by end of 2019)
- Will address need for regional workforce planning, expand general skills and support collaborative working
- Recruitment and retention a key theme and processes will be aligned across sectors and partners
- NHS an exemplar on wellbeing at work
- Intensive learning academies to improve professional capacity and system leadership

### **National leadership and direction (p 32-34)**

- Integrated planning key to delivering better value and driving change
- Support for strong, integrated health and social care planning by RPBs, with Area Plans as a platform and joint commissioning strategies underpinning change
- Integrated Medium term Plans (IMTPs) developed in partnership and aligned with Area Plans and Public Service Board (PSB) planning
- National plan for the NHS informed by Local Health Boards' IMTPs
- Quality statements for the NHS

### **Integrated performance management and accountability (p34-5)**

- Introduction of 'levers for change' comprising incentives and sanctions to drive performance, reward achievement and address failure to deliver
- Develop new population health and service user feedback mechanisms and transparent reporting on outcomes
- National outcomes framework for health and social care
- Joint inspection to cover partnership working, pooled budgets and joint commissioning

### **National executive function (p35-6)**

- Bring together planning and reporting under NHS Wales
- Confirm national/ local governance arrangements

- Review specialist advisory functions and hosted national functions

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