

Report of the Director of Community Services
Social Care & Health Scrutiny Committee
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Regional & Partnership Working Update

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Background

1. The Committee has previously received updates on the work of the West Wales Care Partnership (WWCP) and considered specific areas of its work programme, such as the establishment of virtual pooled funding arrangements for older people's care home placements and completion of the Area Plan '[Delivering Change Together](#)' (March 2018).
2. Almost three years since its inception, the Partnership, overseen by the statutory Regional Partnership Board, continues to deliver a wide-ranging programme of change which reflects the key findings of the [West Wales Population Assessment](#) (March 2017) and priorities set out within the Area Plan. Carmarthenshire County Council and other partners within the County have been actively involved in this programme and the Council has been a regional 'pacesetter' for work on service integration and pooled funds.
3. Activity over the past 6 months has included:
 - Completion of an external review of arrangements for community prevention and Information, Advice and Assistance in each county area, providing the basis for a consistent preventions framework across the region moving forward.
 - Further development of integrated commissioning arrangements for care homes and embedding of a 'virtual' pooled fund for care homes in West Wales, established in April 2018 and allowing joint scrutiny of investment and performance in the sector across the region.
 - Detailed analysis of projected accommodation needs for older people and people with learning disabilities in Carmarthenshire and the rest of West Wales which will inform future joint commissioning strategies.
 - Ongoing development of a regional model of care for people with learning disabilities, based on progression principles and in keeping with objectives within the Area Plan.
 - Development of a shared service specification for adult advocacy services which will form the basis of a regional contract from 2019-20.

- Foundational work on the establishment of a regional third sector 'hub', enabling the three County Voluntary Councils (CVCs) to collaborate strategically to promote and strengthen the sector, optimise funding opportunities and develop common approaches to the development of social enterprise and user-led services.
- Continued delivery of enhanced preventative and intermediate care through the Integrated Care Fund (ICF). ICF funds 36% of Intermediate Care Services in Carmarthenshire. This has allowed a focus on ensuring people do not go into hospital where they do not need to. When they do need to go into hospital, the Intermediate Care pathway works to get people home or back to their place of choice as quickly and safely as possible. Some examples of this for 2017/18 is as follows:
 - Facilitated 236 discharges from hospital and avoided 146 admissions through the Acute Response Team (ART) providing Intravenous Antibiotics at home.
 - 369 people were supported through the British Red Cross Home from Hospital Service, and of these 369, 160 received 7 day support facilitating hospital discharge. In addition to this, 28 hospital admissions were avoided.
 - Facilitated 777 service users through the Occupational Therapy led Reablement Service. Of these 777 service users, 80% either required reduced support or no ongoing support.
 - Turned around over 50% of patients at the 'front door' of both acute hospitals through the TOCALLS service.
- Scoping of four large-scale Capital programmes which will support new models of care and be funded through the ICF; these will focus respectively on (1) reablement centres of excellence (in Carmarthenshire, forming part of the Llanelli Wellness Village), (2) supported living units for people with learning disabilities and mental health problems, (3) mother and baby facilities for families at risk and (4) regional therapeutic units for children with complex needs. These programmes will be delivered over the next two years and attract some £10m of additional funding to the region over that period.
- Initial work on scoping a regional workforce strategy which will seek to ensure a sustainable, appropriately skilled staffing base across partner agencies to deliver new models of care; this will be developed in conjunction with a national workforce strategy across health and care. The Committee received more detailed information on work in this area at its meeting on 25 September 2018.
- Extensive consultation on and publication of a regional strategy and delivery plan addressing Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV).

Parliamentary Review and *A Healthier Wales*

4. The report of the Parliamentary Review into health and social care in Wales, '[A Revolution Within](#)', was published in January 2018. This review, which was carried out through engagement with a range of stakeholders during 2017, recommended the following:

- Rapid articulation of a clear, simple vision of how care should look and be organised around the needs of the individual, with a focus on prevention and the support of technology
 - Development of a one system approach based around the 'Quadruple Aim'; (1) health and care staff, volunteers and citizens should work together to deliver clear outcomes, (2) improved health and wellbeing, (3) a cared for workforce and (4) better value for money
 - A move towards a seamless model of care, delivered close to home in localities with an emphasis on population health and wellbeing and reoriented specialised care
 - Strengthening of individual and community involvement in the shaping of care with shared decision making on care and treatment as appropriate
 - Supporting the workforce to deliver the vision and improve quality
 - Support for continuous learning at all levels to accelerate improvement
 - Maximisation of the benefits of technology and innovation to pursue the Quadruple Aim and deliver more effective and efficient care.
 - Better and more aligned incentives, regulation, planning, targets and performance management to achieve faster progress
 - Increased capacity at a national level to drive transformation, and strengthen leadership nationally, regionally and locally to make progress in line with the vision and Quadruple Aim.
 - Regular reporting on progress and comparison with other parts of the UK
5. In response to the report, Welsh Government published its plan for health and social care, [A Healthier Wales](#) in June 2018. This sets out clear objectives for a national programme of transformation, underpinned by the Quadruple Aim, characterised by increased integration of care and stipulating clear accountabilities at national, regional and local level to bring the required change about. The following ten Design Principles underpin the Plan:
- **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 kinds 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 clear timely communication and co-ordinated 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 co-ordinated 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 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 that new ways of working are affordable and sustainable, that they change and replace existing approaches, rather than add an extra permanent service layer to what we do now.
6. Delivery of *A Healthier Wales* will be supported by a national Transformation Fund, totalling £100 million across Wales and available across 2018-19, 2019-20 and 2020-21. Regional Partnership Boards have been invited to submit bids against the fund in support of regional programmes of change. Allocations from the Fund are made on the basis of detailed proposals from regional partnerships, which need to demonstrate (1) a genuinely collaborative approach across health, social care and other relevant sectors and (2) clear alignment with the ten Design Principles. An open bidding process means that population-based funding limits do not apply and there is an opportunity for repeated bids against the Fund throughout its duration.

A Healthier West Wales

7. The WWCP submitted a comprehensive proposal, *A Healthier West Wales*, to Welsh Government in early December. This sets out an ambitious programme of transformation focusing on key areas which, if successful, will support the step change in care envisaged within the national plan. Funding is sought to support delivery of the Plan from early 2019 until late 2020. Closely aligning with Hywel Dda University Health Board’s recently adopted Strategy for health and care *A Healthier Mid and West Wales: Our Future Generations Living Well*, the proposal contains eight programmes across four strategic priority areas, namely:
- Improving lives through technology
 - Strengthening our integrated localities
 - Supporting change together
 - Connecting people, kind communities
8. The proposal was considered by a national panel in mid-December, and a decision on funding is anticipated in the near future. The Committee will be updated on the current situation regarding the proposal at the meeting.

9. Ahead of the decision regarding transformation funding, Carmarthenshire, Ceredigion and Pembrokeshire County Councils, Hywel Dda University Health Boards and other partners including the third sector, are reviewing regional governance structures to ensure robust oversight of the expanding regional programme and ensure clear accountability for delivery. This will include ensuring the Regional Partnership Board has appropriate membership and terms of reference to provide effective leadership and represent the interests and perspectives of all partners. Programme governance underneath the Board will be refreshed to provide clear strategic direction and a genuinely collaborative approach to delivery.
10. Alongside delivery of *A Healthier West Wales*, regional partners will retain collective oversight of key programmes including those supported through the ICF and the forthcoming allocation to West Wales from an additional £15 million being made across Wales in 2019-20 to support families and help reduce the need for children to enter care.