Building Capacity through Community Care – Further Faster

Welsh Government Statement of Intent

Vision

Outstanding whole-system place-based care that enables older people and people living with frailty to live their best life in their community.

Mission

Supporting an increasingly older and frail population will be more challenging every year until the mid-part of the century. The proportion of people aged 75 or older in Wales is projected to increase from 9.9% of the population in 2021 to 13.8% in 2041, increasing from around 307,000 people to around 455,000 people.

There is currently a clear imbalance in our health and social care system. Specifically, there are missed opportunities for prevention and early intervention in the community, and people stranded in acute hospital and care home settings. This is leading to people being disadvantaged and 'what matters to them' not being achieved, including at the end of life.

To address this, funding constraints and structural issues in the labour market mean we must support our existing workforce to drive effectiveness and efficiency across local authority and local health boards. Restrictions in labour supply and limited budgets mean that we also need to think beyond statutory services to strengthen community capacity, recognising the wider determinants of health and well-being.

Consistent with our vision of *A Healthier Wales*, we will go further, faster, together to strengthen community capacity by developing an integrated community care system for Wales. This should fully deliver outstanding whole-system place-based care with and for people, ensuring they remain connected to their communities while preventing avoidable hospital admissions.

Values

People-focused

People are the best guardians of their own care. Their place-based care and support should be focused on what matters to them, coordinated and enabled by our organisations, and become easier to understand / navigate for the population as a whole. People and carers should have similar expectations about, and experiences of, the standard of their care and / or support.

Partnership

Local government, the Welsh Government, the NHS, the Third Sector, Housing Associations and care providers working together, always in the spirit of a shared endeavour, will be critical to success.

Synergy

The whole must be greater than the sum of the parts. This is 'further faster' as it progresses the ambition of A Healthier Wales long term plan. Further Faster will work synergistically with established national health and social care programmes. It will increase momentum and inform developments, reducing complexity rather than adding to it.

System learning / Openness to change

The future is already with us, it's just that it isn't evenly distributed yet. We will adopt a more rigorous approach to identifying the 'best in class' innovations from across the sector that will be part of our future national community care system, and a need for greater use of shared budgets between organisations in future.

Strategy

The Welsh Government, local government and the NHS will provide leadership together, working constructively with partners.

We will bring together and focus existing NHS, social care and community initiatives, and open-up new areas of joint innovation and delivery.

'Two-lane' thinking:

**Lane 1
(We deliver this year)**

Partners will work to speed up delivery of actions consistent with our vision, mission and values, including from existing health and social care national programmes e.g. Primary Care including Allied Health Professional Framework and the Community Nursing Specification. All initiatives will need to support the shift of resources towards preventative, community services.

A frailty policy statement will set the direction for further whole system service development, and a more integrated role for the Third Sector will enable greater citizen involvement.

We will endorse care models consistent with our vision, mission and values. Proposals currently being explored include:

- Creating net additional reablement hours compared to the previous Winter.

- Accelerating implementation of the Community Nursing Specification, specifically the milestones on weekend and overnight cover.

- Increasing step-up and step-down provision, building on the success of the > 650 beds / equivalents.

- Adopting an All-Wales approach to TeleCare and TeleHealth, by accelerating and widening the work of current programmes. This will involve increasing the scope and scale of existing hubs, and developing a network of two to three interconnected regional hubs with a combined approach for delivery.

- Increasing the number of community coordinators and referral options via the Third Sector, avoiding duplication. Fully realise the potential of the third sector, based on clear outcomes supporting sustainability.

- Increasing community teams' contribution to Palliative and End of Life Care at home, building on the findings of the recent Phase 2 Review.

- Increasing the number of community paramedics and an expansion in Enhanced Community Care.

Lane 2
(We start working now on the shape of things to come)

In parallel we will work together on the future place-based care model.

We will complete a description of outstanding place-based care (the 'service specification'), focused on frailty. This will enable us to conduct demand and capacity forecasting and in turn place and / or grow resources most effectively in the community (the 'workforce specification') leading to allocative efficiency and better outcomes for people. By frailty we mean both the physical effects of frailty but also emotional frailty, whether that be due to factors such as loneliness, isolation, bereavement or other reasons.

This will be a graduated model of care and support. Stronger at the base, activating and supporting people in their communities to maintain or enhance their own and their neighbours' health and wellbeing.

We will examine what new organisational forms may assist in this.

We will work with health boards to ensure they rebalance their finances and workforces away from secondary care to community care.

In all these matters we will work jointly with partners to take a Digital First approach. This means opportunities to apply innovative digital technology must be part of everything we consider. However, digital must be an enabler, rather than the purpose of the work. This approach should include a single access point to community services, including potentially an all-Wales telephone number targeted initially at people living with frailty.