

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

21ST JUNE 2018

PARLIAMENTARY REVIEW IN TO HEALTH AND SOCIAL CARE

**REPORT OF GROUP DIRECTOR, COMMUNITY AND CHILDREN'S SERVICES,
IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDERS, COUNCILLOR
G, HOPKINS AND COUNCILLOR C. LEYSHON**

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1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to update Cabinet on the Parliamentary Review in to Health and Social Care.

2. RECOMMENDATIONS

It is recommended that the Cabinet:

- 2.1 notes the outcome of the Parliamentary Review in to Health and Social Care;
- 2.2 considers the recommendations of the Parliamentary Review in to Health and Social Care and comments on how best to develop a transformational change and improvement programme.

3. REASONS FOR RECOMMENDATIONS

- 3.1 In November 2016, Vaughan Gething AM, Cabinet Secretary for Health, Well-being and Sport announced, with cross party support, an independent review into the future of health and social care in Wales by an international panel of experts. The review panel was asked to assess and make recommendations on how the health and care systems might deliver improved health and well-being outcomes for people across Wales, reduce existing inequalities between certain population groups and best enable the whole health and social care system to be sustainable over the next five to ten years. The report in considering the current situation and drawing out the challenges facing health and social care over the next five to ten years should also bear in mind the context set by the Social Services and Well-being Act, and the seven goals of the Well-being of Future Generations Act alongside rising demand, alongside rising demand, demographic changes and financial sustainability. The intention is for the findings of this review to inform the forthcoming NHS Wales strategy.

4 BACKGROUND

4.1 The Terms of Reference for the report were:

- Define the key issues facing health and social care;
- Identify where change is needed and the case for change;
- Set out a vision for the future, including moving health and social care forward together and developing primary care services out of hospitals and
- Advise on how change can be delivered, building on the positive aspects of the current system.

4.2 An Interim Report was published in July 2017 and the following key points were highlighted:

- The case for change is compelling. Wales can attain better health and wellbeing outcomes for its citizens and meet the goals of the Well-being of Future Generations (Wales) Act 2015. But to do this it will need to speed up how the health and social care system adapts to the changing needs of the population and other major challenges.
- Wales has very significant assets that can be used more effectively. A bold and unified vision for the whole health and social care system, underpinned by a clear strategy based on the relentless pursuit of continuous quality improvement and prevention, will be needed urgently to drive this forward.
- The Social Services and Well-being (Wales) Act 2014 and Prudent Healthcare offer powerful sets of principles, which can apply equally to both the Welsh NHS and social care and have a high level of support. Widespread and comprehensive use of these principles will transform health and social care in Wales.
- To translate the vision into concrete action, in the first instance a limited set of new models of care should be developed, trialled, evaluated, and scaled up rapidly. These should be developed and tested against clear standards, tailored to local circumstances and needs, and supported by a national learning programme and robust independent evaluation. A number of exemplars that can be built on already exist.
- The people of Wales, staff, service users and carers should be encouraged to have far greater influence and involvement in the design, implementation, evaluation and subsequent development of new models of care and have clearer shared roles and responsibilities. The best results will come through active coproduction.
- New skills and career paths for the health and social care workforce need to be planned on a large scale now, aligned with the developing new models of care. Current workforce shortages which inhibit change need to be addressed. A more systematic and effective approach to continuous quality improvement is needed, and a culture that creates a supporting and engaging environment should be actively encouraged.

- Effective new models of care are necessary, but not sufficient, to guarantee a health and social care system that is sustainable in future. Effort needs to be made to boost critical infrastructure to support new models and also drive higher quality and efficiency. Successful digital and infrastructure initiatives need to be systematically identified and spread better. Capital planning needs to be done in a way that supports new models of care. How the health and social care system supports and spreads innovation needs emphasis and more work. Data and information need to be made far more accessible and consistent to aid design and monitor the progress of change.
- There is substantial consensus on the case for change but less clarity on how possible changes can best be developed, implemented and adapted. Progress has been made. But faster change is needed if the health and social care system is to be sustainable into the future. This needs stronger national direction and a better balance across the continuum of national direction and local autonomy in generating change. This must be supported by a more developed performance management approach, which holds people to account effectively but also encourages system-wide learning and is based on outcomes for citizens across the whole health and care system. An effectively integrated health and social care system, which offers higher quality care for the people of Wales is an explicit aim. This requires the levers and incentives for change to be aligned and therefore to be acting in synergy. This means they must also be deployed across the whole system, not just one part of it.
- Governance, finance, and accountability arrangements should be streamlined and aligned across health and social care. There are a number of leadership and cultural issues that need to be addressed and resolved to enable more rapid and effective progress.

4.3 The review panel following the interim report discussed next steps to the review and identified that the scale and pace of the challenges facing Wales requires urgent and sustained effort in order to meet changing needs. In order to translate the overall vision into practical action, which improves quality and the efficiency of the health and social care system, we recommend as a first step that a set of integrated whole system models of health and social care be identified for further development and evaluation.

4.4 The reviewers established a stakeholder forum to work with the review panel to outline these new models and the principles that should be used to plan future service development. The forum would:

- Draw membership from service users, NHS, local government, academia, professionals, third sector and independent sector;
- Outline a set of new models; and
- Suggest how the models might be implemented effectively to allow faster change and what action is needed over the next two years to achieve this.

5 PARLIAMENTARY REVIEW

- 5.1 A further report into the review of Health and social care was published in January 2018 and is attached as Appendix One to this report.
- 5.2 The report outlines that Wales has the potential to overcome all of the challenges identified. The strong intent to improve health and wellbeing is apparent, as is the desire for a high-quality NHS and social care system. Wales' legislation for sustainable development through the Wellbeing of Future Generations (Wales) Act, and the Social Services and Wellbeing (Wales) Act 2014, and the Welsh Government's new national strategy 'Prosperity for All' sets a positive and forward looking context that many other health and care systems aspire to. The challenge is turning the ambition into reality.
- 5.3 The Welsh Government aims to steer the health and care system into the next five years and beyond, the aim in the January 2018 report is to set out a way forward and to make recommendations on how change can be supported and explain, in practical terms, how to meet the challenges of the years ahead.
- 5.4 There are ten high level recommendations in the report, which are highlighted below:

- **Recommendation 1: One seamless system for Wales**

Rapidly articulate a clear simple vision of what care will look like in the future to meet the needs of the population. Care should be organised around the individual and their family as close to home as possible, be preventative with easy access and of high quality, in part 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 all have a role to meet the needs of the population now and in the future.

- **Recommendation 2: The Quadruple Aim for all**

Underpin the "one System" vision 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 wellbeing, a cared for work force, and better value for money.

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

Move to a seamless new way of working in localities – guided by the vision and Quadruple Aim with national good practice principles. There should now be rapid acceleration of action to develop, implement, and evaluate: seamless care close to home in localities; proactive improvement of population health and wellbeing; and reoriented specialised care.

- **Recommendation 4: Put the people in control**

Strengthen individual and community involvement, through voice and control in health and care, and ensuring all ages and communities have equal involvement. The public rightly want a modern service in which they have much better information about health and care, shared decision making in treatment, choice of care and setting, and peer support.

- **Recommendation 5: A great place to work**

Urgently align the workforce with new service models. Staff should be well trained, supported and engaged to deliver and continually improve a quality service consistent with the vision and Quadruple Aim. Wales should aim to be a great place to train and work.

- **Recommendation 6: A Health & Care System that's always learning**

Significantly increase support so that the pace of improvement accelerates. Invest in support to the front line, service users and local leadership that nurtures team-based learning and the use of evidence and sharing of best practice. Develop and implement a strategy for quality improvement and continuous learning for health and care, enhancing the leadership and infrastructure required to support it.

- **Recommendation 7: Harness innovation, and accelerate technology and infrastructure developments**

Maximise the benefits of technology and innovation to pursue the Quadruple Aim and deliver more effective and efficient care. This needs the right culture, behaviours and leadership to embrace innovation, embed collaboration and support prudent risk-taking.

- **Recommendation 8: Align system design to achieve results**

Design the system better to achieve faster progress. Given the need for transformative change, at national level there should be focus on designing a more effective blend of incentives, regulation, planning, targets and performance management.

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

Increase 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.

- **Recommendation 10: Accountability, progress & pace**

Publish progress against the vision, Quadruple Aim and new models in one year, three years and five years, and benchmark progress against the other three countries in the UK, and internationally.

5.5 There are now various workshop events across Wales taking place involving Directors of Social Services, Chief Executives and Cabinet Members for Social Services, along with Health colleagues to consider these recommendations and make future plans.

6. FINANCIAL IMPLICATIONS

6.1 There are no financial implications to this report as IT IS only for information at this stage.

7. CONSULTATION OUTCOME

7.1 Consultation was undertaken by the Review panel and details of the engagement undertaken are set out in the review document attached as Appendix One.

8. EQUALITY AND DIVERSITY IMPLICATIONS

8.1 This is an information report and therefore no Equality and Diversity screening is required.

9. FINANCIAL IMPLICATIONS

9.1 There are no adverse financial implications to this report.

10. LEGAL IMPLICATIONS

10.1 This Parliamentary Review into Health and Social Care was established, on a cross-party basis.

11. LINKS TO THE COUNCILS CORPORATE PLAN & OTHER CORPORATE PRIORITIES

11.1 Improving Health and Social Care services will support the delivery of the Council's corporate priority "promoting independence and positive lives for everyone" by helping local people with improved integrated care and support

12. CONCLUSION

- 12.1 The key challenge is how public services might better anticipate and address new demands upon them effectively. This Parliamentary Review in to Health and Social Care was established, on a cross-party basis, to advise on how this challenge might best be met.
- 12.2 To create a One Seamless System for Wales, there is a need for a nationally resourced Transformation Programme to align a clear vision for care, underpinned and driven by the QA, Prudent Healthcare Principles, with the fundamental requirements of the Social Services and Well-being (Wales) Act and the Well-being of Future Generations (Wales) Act.

Other Information:-

Relevant Scrutiny Committee – Health & Wellbeing Scrutiny Committee

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

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Background papers:

None

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