

Parliamentary Review of Health and Social Care

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Background

The establishment of the Parliamentary Review into health and social care was announced by the Cabinet Secretary for Health, Well-being and Sport in November 2016, on a cross-party basis, to advise how the challenge of how public services might better anticipate and address new and increasing health and social care demands upon them effectively.

The Interim Report, published in July 2017, emphasised that the current pattern of health and social care provision is not fit for the future and set out a 'case for change' which showed the impact of a growing and changing pattern of need, expectations of services and the challenge of securing a future workforce.

The Terms of Reference of the Review did not include commenting on the level and sources of funding, instead the focus was on how to secure better outcomes, making the most effective use of existing resources.

Findings of the Parliamentary Review

The Review highlights the need for a different system of care, with a need to revolutionise care so that it empowers individuals to take decisions, tailors care to the individual's expressed needs and preferences, is far more proactive and preventative, is provided as close as possible to people's homes, is seamless and is of the highest quality.

The Review recommends that the vision for health and social care should aim to deliver against four mutually supportive goals – the 'Quadruple Aim' – which is made up of the need to:

1. Improve population health and wellbeing through a focus on prevention
2. Improve the experience and quality of care for individuals and families
3. Enrich the wellbeing, capability and engagement of the health and social care workforce
4. Increase the value achieved from funding of health and care through improvement, innovation, use of best practice, and eliminating waste.

The Review recommends to the Welsh Government some key actions that need to be taken, that will help progress towards the vision and the achievement of the Quadruple Aims. These include: clarifying what a set of new models of care might look like; strengthening the power of citizens and users to make change; improving the local leadership and governance needed to implement change; harnessing digital, scientific, technological and infrastructure developments to underpin modernised models of care as well as unlock efficiencies; and at a national level designing the system to expedite and incentivise progress through increased transparency.

The report makes 10 high level recommendations, based on the assumption that the current separate arrangements for health and social care continue in place, but with a focus on developing 'one system of seamless health and care for Wales'.

Recommendations

1. **One seamless system for Wales** – a need for a single, clear vision for health and care in Wales. The Review suggests that this vision should be:

“care 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”.

To achieve this it is suggested that a time limited, staffed and resourced national Transformation Programme is created to implement the recommendations and the supported actions laid out in the report.

2. **The Quadruple Aim for all** – the one seamless system should be underpinned with the four aims (as set out above). This includes the need for Welsh Government and Health Boards to significantly redistribute resources to support robust measures aimed at prevention. Health Boards must also contribute to action on the wider social determinants of health in partnership with other agencies.
3. **Bold new models of seamless care – national principles, local delivery.** Three broad shifts in care are needed, which need to be accelerated, these are:
 - Strengthened care close to home
 - Reoriented specialised care
 - Proactive improvement of population health and wellbeing

This needs to be supported by a shift of resources towards early help and support for people in their own home, and more proactive population health and wellbeing measures. This needs to lead to new models of care, designed locally but based on a national framework with national principles, co-designed and co-developed with the public and users of care alongside front-line health and social care professionals. Initially, Regional Partnership Boards would be required to develop and implement a substantial seamless locality model in at least two new localities in their region, using extra investment through a Transformation Fund and support from the transformational programme.

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. This would include the implementation of a national public engagement project. Health Boards and local authorities would be expected to integrate the different mechanisms used for public consultation and engagement on decisions about community wide services where they relate to health and social care services. LHBs and local authorities should also be held to account for the quality and extent of user feedback.
5. **A great place to work** – The review identifies the need for the health and social care workforce to be aligned with new service models, with a need for joint workforce planning at regional level, expanding generalist skills and new ways of working that enable staff to work at the top of their skill set and across professional boundaries. Recognising the recruitment challenges in rural areas it identifies that Welsh Government needs to develop a strategy for enhancing access to good quality care for rural communities. It also

recommends that health boards and local authorities in Regional Planning Boards should work together with local providers to build joint campaigns to make best use of resources and recruit the right people.

6. **A health and care system that's always learning** – a need to significantly increase support so that the pace of improvement accelerates, with Welsh Government and national improvement agencies needing to work together to rationalise the range of improvement support activities across health and social care in Wales. With resources needing to be invested in a national programme to support local partners to achieve the new models of seamless health, care and wellbeing practice using the national principles and an agreed set of improvement methods.
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 relies upon faster and smarter provision of and access to care, and better targeted, immediate and co-ordinated access to health and care information.
8. **Align system design to achieve results** – the system needs to be better designed to achieve faster progress, with a focus at a national level on designing a more effective blend of incentives, regulation, planning, targets and performance management. The report identifies the need for headroom to be created to enable the transformation required, suggesting that at, “the extreme minimum NHS Wales will need to set itself a target of efficiency savings to break even and create the space for new ways of working”. The review also identifies that there needs to be a close harmonisation between the NHS and social care at a national level, to ensure the blend of incentives is effective to develop new models of integrated health and social care.
9. **Capacity to transform, dynamic leadership, unprecedented cooperation** – a need to strengthen national, regional and local capacity and capability to encourage the health and care system to make progress along the lines of the Quadruple Aim and develop new models of care. Here, wherever possible, service planning collaboration, decision-making and resourcing should be devolved to the locality level. The transformation programme should be overseen by national cross-sector governance boards, which requires more consolidated technical experience at a national level.

The review recommends a need for a clearer separation and distinction between the NHS Wales national executive function and the national civil service function. With a strengthened national NHS Wales executive function that is fully aligned to the national social care policy leadership to work jointly towards new models of care. Supporting actions required include:

- Welsh Government should ensure that its Health and Social Services Group aligns all health, social care and wellbeing policy and implementation with the Quadruple Aim
- The new national executive function should review the wide range of boards established to oversee national work programmes with a view to streamlining and developing a coherent, single focus on transformation.
- Joint accountability of local authorities and Health Boards should be established, and joint responsibility between Chief Executives of local authorities and Health Boards for their performance in delivering better outcomes through seamless health, care and wellbeing in each of their local community areas.

- A shared programme of inspection of integrated locality arrangements. With national inspection agencies undertaking joint inspections of Regional Partnership Boards and their regional development programmes and assessment of the quality of collaboration.
- Welsh Government to reflect on the existing RPB and PSB arrangements and identify and implement governance changes to better harmonise the health and social care sectors in support of seamless models of care delivered at local level.
- Health Boards and local authorities required to prepare short combined medium-term plans across health, social care and wellbeing to replace NHS Integrated Medium Term plans.
- A national requirement for joint regional commissioning strategies across health, care and wellbeing by population, with clear requirements on pooled resources and locality-based services to deliver them.

10. **Accountability, progress and pace** – Publish progress against the vision, Quadruple Aim and new models of care in one year, three years and five years, and benchmark progress against the other UK countries and internationally.

Next Steps

In response to the findings of the Parliamentary Review, and the context as set out in the previous publication of *Prosperity for All*, Welsh Government will be developing a long-term Health and Social Care Plan. The Cabinet Secretary for Health and Social Services has set the aim that the plan should be published by the end of April 2018. Welsh Government officials are establishing a cross-sector Reference Group to input into the development of the Plan and WLGA has been invited into membership. A detailed discussion on the Review Report will also be held at the next meetings of WLGA's Social Services Policy Group on 8th February and it is anticipated that both the Cabinet Secretary for Health and Social Services and the Minister for Children and Social Care will be in attendance to discuss the way forward with elected members.

Further information and updates on progress will follow in due course.