A Healthier Wales – One Year On
Update by circulation for Cabinet Members

This paper is to inform Cabinet members on progress with the implementation of A Healthier Wales – the Welsh Government’s Long Term Plan for Health and Social Care in Wales, the Government’s response to the Parliamentary Review of Health and Social Care.

Cabinet are being asked to note the update.

A year ago, we discussed the future of health and social services in Wales, reflecting on recommendations made by the Parliamentary Review and taking account of the Government’s wider Prosperity for All programme.

The Parliamentary Review set out several priority recommendations. It said that transforming health and social services in Wales is not a task for Welsh Ministers and the Welsh Government alone, but for partners across sectors and regions needing to work together. Our response, A Healthier Wales, was developed through extensive engagement with all stakeholders and the public, including Ministerial engagement across every health board region.

A Healthier Wales is a long-term plan for health and social care in Wales. It sets out a future vision of a whole system approach, with greater emphasis on prevention and wellbeing, using new models of seamless local health and care which are designed and co-ordinated around people’s needs. Linked to the future vision is a short term action plan, structured as a dedicated transformation programme to drive key actions over an initial three year period. This link between long term ambition and short term actions is a key feature of the plan, recognising the scale of the challenge we face in transforming complex health and care services.

A £100 million Transformation Fund over two years was announced alongside A Healthier Wales, to support new seamless models of local health and social care delivered through Regional Partnership Boards. In the autumn budget, we agreed to make a substantial increased investment in driving this agenda, committing an additional £192 million for 2019-20 to support strategic change and transformation across health and social care, in line with the overall vision set out in A Healthier Wales.

A Healthier Wales is distinctively a plan for health and social care together. This has been very well received by stakeholders and has the potential to drive transformative change across our system, improving the wellbeing of people in Wales, and making our health and care services sustainable for future generations. Although this is a long term endeavour, it is important to take stock of progress regularly. In this paper I update Cabinet members on the progress made over the first year of A Healthier Wales, including selected highlights and some of the challenges ahead.
When we discussed our response to the Parliamentary Review, we agreed on a number of key priority themes which are reflected in *A Healthier Wales*, our long-term plan for health and social care in Wales. Against those key themes, I set out below some of what has been achieved over the past year.

To realise the vision and implement the actions set out in *A Healthier Wales*, we have invested substantially to support transformation of health and social care services in Wales. In addition to previously committed funding for the Integrated Care Fund and the Transformation Fund, we allocated a further £192 million in this 2019-20 financial year as follows:

- **£60m to Health Boards** to enable them to develop stronger integrated medium term plans for 2019-20 and beyond which take forward the vision set out in *A Healthier Wales*. Health boards will use this funding to take forward key expectations, including increasing investment in primary care, embedding value-based healthcare with a focus on outcomes that matter to patients, and quality improvement.

- **£30m to Regional Partnership Boards** through the Integrated Care Fund to emphasise their lead role in delivering *A Healthier Wales*. £15m of this additional investment is used to increase preventative services for adults in need of care and support and support for carers. The further £15m is intended to reduce pressure by supporting improvement in children’s services, helping to safely reduce the need for children to enter care. This will focus on family re-unification, and investing in preventative and early years intervention including therapeutic support for children in care and adopted children.

- **£30m as a specific grant directly to local authorities** to address sustainability issues in social services, including workforce pressures. This direct funding from the Health and Social Services MEG is in addition to the £20m being provided for social services through the Revenue Support Grant, bringing the total increased investment in social services to £50m.

- **£25m to support nationally directed programmes for digital technology** as a key enabler of transformational change, enabling more effective use of resources across the service and empowering both patients and professionals through the provision of information anywhere at any time.

- **£10m to take forward national programmes for prevention** and early years.

- **£15m for mental health and learning disabilities**, in addition to meeting our commitment as part of the 2018-19 Budget Agreement to increase the mental health local health board ring-fenced funding by £20m.

- **£22m to take forward other supporting programmes** including the Transformation Programme, improving quality and transforming clinical services.
A key priority for the first year of delivering A Healthier Wales was to establish new delivery arrangements, demonstrate the genuine engagement and commitment of partners, and provide an early indication of change ‘on the ground’, particularly in the regional context. I set out below some of the delivery achievements in these and other areas:

- We have seen a shift in how partners work together and changes in the partnership landscape. This has been led by the Regional Partnership Boards bringing together regional stakeholders in health and social care to deliver joint approaches to planning and delivering services in their areas. Local collaboration between health boards, local authorities and service providers continues to strengthen and evolve.

- We are now in the early stages of scaling up new models of care which link services across traditional professional and sector boundaries and involve public, third and private sector organisations engaged in planning and delivering healthcare and social care in Wales. There is no doubt that we have moved from experimenting and testing new models through the Integrated Care Fund to broadening the reach of successful models, and that approaches that have been working either elsewhere, or in Wales on a smaller scale, are now being extended.

- We have revised our health planning system, with a strong focus on accountability, joining up funding, reporting, and evaluation under the key theme of value based care. A revised framework for Integrated Medium Term Plans was issued last autumn. This integrated planning approach is informed by A Healthier Wale and underpinned by cluster level plans. It provides a sound, strong mechanism for healthcare planning. Regional population needs assessments will show the specific requirements in a region and help guide how services are shaped and funded. To further streamline and simplify arrangements, we are looking at joining up funding streams, maximising the assets we have, and bringing together various reporting mechanisms.

- We have worked with regional delivery partners to agree a national approach to evaluation of the Transformation Fund. This common framework will help us to understand what works, in a comprehensive and consistent way, across Wales. It is too early to evaluate the impact of activity on outcomes, but this work will be a foundation for doing that as delivery intensifies, particularly to meet the commitment to report on the impact of A Healthier Wales at the end of the first three year period.

- Regulations on regional pooled funds have been amended to support partnership working and integration in relation to care home places for older people. The regulations also require housing and education representatives on Regional Partnership Boards. We are now reviewing the guidance under Part 9 of the Social Services and Well-being Act to support this. A practical toolkit to support implementation of pooled funds will be published shortly, and this will be followed by an independent review of how each region is implementing pooled funds.
The focus during the past twelve months has been on building a solid foundation for transformational change, securing early indications of change, and accelerating delivery of new models of care supported by the Transformation Fund. As we move forward there are a number of areas where we will be focussing our attention, and also opportunities to further develop work across portfolios. These include:

- The governance model and scope for the NHS Executive have now been confirmed. Detailed work on the resourcing and delivery arrangements will continue over the next few months, alongside a review of the governance of strategic national programmes.

- An advisory group is developing options for joint inspection, including how Health Inspectorate Wales, Care Inspectorate Wales and the Wales Audit Office could work together to examine the progress of new local models of health and
social care, and the effectiveness of Regional Partnership Boards joint working. This will take account of work commissioned by the Minister for Housing and Local Government on the review of Strategic Partnerships.

- Cross-government working on the link between health and housing has been supported through a Health and Housing group chaired by the Director General for Health & Social Services. The group discusses cross-departmental policies, programmes and ambitions around the role of housing in supporting the health and social care needs in Wales. Priorities include how the Integrated Care Fund can support accommodation-led solutions to health and social care; the best use of public land including LHB for housing and social care; and doing all we can to reduce homelessness and rough sleeping. The group will also consider the report published on 20 June by Community Housing Cymru and Public Health Wales which reminds us of the role of housing for health.

- Work on a National Clinical Plan continues to be informed by a high level of stakeholder engagement; further workshops are planned for the summer months. The National Clinical Plan will embed prudent healthcare philosophy into how clinical services are designed, planned and developed across Wales over the next decade. It will adopt broad principles of national leadership, describing patient outcome-based design and planning of services. Quality improvement and integrated health pathways will guide planning at a national level and localised pathways at the health board level.

- The commission for the analysis of future health and social care spending is currently underway through an OJEU procurement with tender submission closing date and evaluation panel during July. The commission requires the work to be presented in stages:
  - Part 1 - analysis and projections of future health spending & analysis of future social care spending
  - Part 2 - model the relationship between health and social care spending, including new models of care and new funding arrangements
The specification requires completion of the Part 1 and Part 2 reports in the 3rd and 4th quarter of 2019/20.

- At this year’s NHS Confederation conference, the First Minister highlighted the importance of working with social partners. A Healthier Wales offers the opportunity to accelerate progress in this area. The development of a Social Partnership Act, which Julie James AM, Minister for Housing and Local Government, is taking forward, will consolidate our social partnership work and functions within a new statutory framework. It will establish a legal framework within which we can use public procurement in Welsh Government and in the NHS to achieve better socio-economic outcomes and ethical employment practices. In his speech, the First Minister noted that the legislation will create a working partnership of equality between government, trade unions and its partners. This is important not only for people using such services, but also for the workforce delivering healthcare and social care in Wales.

- The Health and Social Care (Quality and Engagement) (Wales) Bill has been introduced to the Assembly. It will embed a system-wide approach to quality in health for future generations. This will be achieved by reframing and broadening
the existing duty of quality on NHS bodies, and placing an overarching duty on the Welsh Ministers in relation to their health service functions. This will ensure that when they make a decision they actively consider if it secures improvement in quality and outcomes. The Bill also introduces an organisational-wide duty of candour and the creation of a new Citizen Voice body to replace Community Health Councils and represent citizens across health and social care.

- Together with partners, we will be establishing Research, Innovation and Improvement Co-ordination Hubs to enable the scaling up of good practice in a systematic way and at pace, and to accelerate collaboration across health and social care in key activity areas. Ongoing engagement between the hubs, Regional Partnerships, and NHS Trusts will ensure alignment and support continues to focus on sharing and promoting population health learning and knowledge from the regional hubs and at a national level. We will work with all partners to share good practice and drive forward new models of care at a national level by routinely bringing together the hubs and other stakeholders.

END
FINANCE REQUIREMENTS AND GOVERNANCE IMPLICATIONS

There are no issues of regularity or propriety, or of a novel or contentious nature.

- **Cost:** This is a paper to note. There are no immediate financial implications of Cabinet’s consideration of this paper.
- **Budget:** The 2017 Final Budget provided for a £100 million Transformation Fund over 2018-19 and 2019-20 to support implementation of the Parliamentary Review. This investment focused on accelerating the development and implementation of new models of care, as described in the Review, promoted and endorsed by Regional Partnership Boards. As part of the £192m A Healthier Wales funding included in the 2018 budget, there is an agreed commitment of £10m for the Transformation Programme.

HSS Finance clearance reference number (EM/2019/7194).
Strategic Budgeting (SB0870/5)
COMMUNICATIONS AND PUBLICATION

I will provide an Oral Statement on 16 July. This paper may be published six weeks after circulation.

Recommendation:
- *Cabinet are requested to note this update.*

JOINED-UP WORKING

Input has been sought from across Welsh Government health and social services business areas and is reflected in this paper.

The external Transformation Programme Advisory Board provides strategic advice to the programme; the Advisory Board is composed of key individuals with the appropriate expertise from across the health and social care sector in Wales. The Advisory Board meets on a quarterly basis and has sight of, and discusses from a strategic perspective, *A Healthier Wales* action updates along with other relevant programme documentation.

The Transformation Programme Management Board includes Directors from across the Welsh Government’s Health and Social Services Group, Housing, and Local Government. The Management Board oversees the Transformation Programme delivery. The Programme Team are working closely with Partnerships and Integration within Social Services to ensure a cohesive approach to transforming health and social services in Wales, and have jointly supported the recent round of Regional Partnership footprint meetings.

Transformation Fund proposals are being shared across policy areas in health and social services, housing and local government, and with the Future Generations Commissioner, Children’s Commissioner, and Older People Commissioner, and officials are working across these policy areas to continue identifying areas for joint working and streamlining approaches.

Vaughan Gething AM/AC
Minister for Health and Social Services
June 2019