



POLICY BRIEFING : January 2018

The Parliamentary Review of Health and Social Care in Wales

The Parliamentary Review was established in 2016 by Welsh Government, with cross-party support to consider, within the context of rising demand, demographic change and financial sustainability, how to:

- deliver improved health and well-being outcomes for people across Wales;
- reduce existing inequalities between certain population groups;
- enable the whole health and social care system to be sustainable over the next five to 10 years.

Chaired by Dr Ruth Hussey, a former Chief Medical Officer for Wales, the independent panel of experts published an [interim report](#) in July last year setting out the compelling, urgent case for change. It has now published its [final report](#). This briefing summarises the recommendations and identifies the key issues for Care & Repair.

A Revolution from Within: Transforming Health and Care in Wales

Introduction

Wales' health and care 'system' (i.e. the way care and support is delivered by public, independent and third sector bodies, not the organisational structures) needs to change. The Review advocates a fundamentally different approach to health and care – revolution not evolution - with an emphasis on changing culture and behaviour, and a long term commitment to working in a different way: defining a different relationship with the public; supporting and nurturing its health and care workforce; adopting and making full use of technological innovations; and being clear and bold in its leadership.

Wales needs 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 was not tasked with considering but acknowledges the ongoing pressures on health and care funding. It assumes no fundamental change to the respective ways in which health and social care are funded. It identifies a key aim as “to maximise the value of care and by being more efficient to enable resources to be directed to the areas that have a bigger impact on health and wellbeing”.

The report articulates a vision for single system of health and care, with four clear aims and 10 headline recommendations with specific actions for Welsh Government, Local health boards and NHS trusts, local authorities and partners to undertake.

Recommendation 1: One Seamless System for Wales

Wales requires a single, clear and captivating vision for the future for health and care. It 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 play.

Recommendation 2: The Quadruple Aim for All

The 'single system' vision of health and care will be delivered against four mutually supportive goals – the Quadruple Aim:

- i. to improve population health and wellbeing through a focus on prevention
- ii. to improve the experience and quality of care for individuals and families
- iii. to enrich the wellbeing, capability and engagement of the workforce
- iv. to increase the value achieved from funding of health and care through improvement, innovation, use of best practice, and eliminating waste.

Recommendation 3: Bold New Models of Seamless Care – national principles, local delivery

National principles for new models of care should be agreed on a 'Once for Wales' basis and guide local service development across the country. There should be rapid acceleration of action to develop, implement, and evaluate a different system of more effective community-based services, 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.

New models of care should be co-designed and co-developed with the public and users of care alongside front-line health and social care professionals, and be underpinned by the concepts set out in the Wellbeing of Future Generations Act, Social Services and Well-being Act and Prudent Healthcare. Design characteristics for the new models should include:

- making care available as close to the individual's home surroundings or community as is practical;
- maximising the use of digital technology to improve access to and delivery of care;
- continually improving the quality of care and support through increased investment in care outside hospitals and rebalancing of services currently provided inside hospitals to maximise support of local services.

By way of illustration, it explores the approach in relation to older people's services and a separate paper sets out the key 'once for Wales' principles and features of [seamless, community-focused health, social care and well-being for older people in Wales](#).

Recommendation 4: Put the People in Control

The public rightly wants 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. Fundamental to co-production and prudent health care, Welsh

citizens should be health literate, able to take appropriate responsibility for their own wellbeing and make informed choices as to their care. Individuals and communities should also be encouraged and supported to guide the transformation of health and care in Wales, in particular in designing new models locally.

Recommendation 5: A Great Place to Work

The health and care sector needs to plan, urgently, for new models of care, to understand their impact on staff numbers and skills for the future, improving retention and, in order to improve safe and effective care, ensuring staff wellbeing. Staff should be well trained, supported and engaged to deliver and continually improve a quality service. The scope of the workforce should be expanded to support carers, including those unpaid, and recognise the vital support provided by the third sector.

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

The pace of improvement should be accelerated, investing support to the front line, service users and a local leadership that nurtures team-based learning and the use of evidence and shared best practice. A central part of leadership should be, not just to manage or deliver care, but to continuously improve it every day. A strategy for quality improvement and continuous learning for health and care should be in place, enhancing the leadership and infrastructure required to support it, encompassing the health and care workforce, the citizen, and the voluntary and independent sectors, and facilitating the behavioural and cultural change required to embed the principles of co-design and co-production into health and social care.

Recommendation 7: Harness Innovation, and Accelerate Technology and Infrastructure Developments

Wales should maximise the transformational benefits of technology and innovation to pursue the Quadruple Aim and deliver more effective, efficient care. This needs the right culture, behaviours and leadership to embrace innovation, embed collaboration and support prudent risk-taking. The vision for Wales relies upon faster and smarter provision of and access to care, and better targeted, immediate and co-ordinated access to health and care information.

Recommendation 8: Align System Design to achieve results

Faster, transformative change is required and a more effective approach beyond the traditional, small number of 'must-do' targets which has proven too narrow with limited results. A 'stronger central guiding hand' and strengthened management, especially at LHB level, is required to play a more prescriptive role with a wider, more creative combination of national support, incentives, benchmarking (nationally and internationally), regulation, accountability and transparency.

Recommendation 9: Capacity to Transform, Dynamic Leadership, Unprecedented Cooperation

Capacity at a national level should be increased to drive transformation, and strengthen leadership nationally, regionally and locally. When that occurs, service planning, collaboration, decision making and resourcing should be devolved to the locality level whenever possible. Specific actions for Welsh Government include:

- making a clearer separation between the NHS Wales national executive function and the national civil service function in order to strengthen the national focus on 'system design' and management of NHS transformation;
- implementing governance changes to the existing Regional Partnership Board and Public Services Board arrangements in order to better harmonise the health and social care sectors in support of seamless, locally delivered models of care;
- regulating to introduce a national requirement for joint regional commissioning strategies across health, care and wellbeing by population, with clear duties to pool resources and locality-based services to deliver them, and market position statements giving clear messages to private and third sector providers about the local services needed and planned for the future;
- strengthening Local Health Boards' commissioning role to incentivise the local reshaping of seamless services on behalf of the populations they serve.

Recommendation 10: Accountability, Progress & Pace

Transparency is essential to accountability. Organisations and bodies at each level of the system responsible for delivering transformation should be subject to regular ongoing independent monitoring and public reporting arrangements. Progress against the vision, Quadruple Aim and new models should be published in one year, three years and five years, and progress benchmarked against the other three countries in the UK, and internationally

COMMENT

The Review addresses a number of issues that Care & Repair, nationally and locally, will want to take note of - and capitalise on:

No change to the policy framework - the Review team endorses the value and status of the Welsh policy framework - the [Wellbeing of Future Generations \(Wales\) Act 2015](#), [Social Services and Well-being \(Wales\) Act 2014](#) and [Prudent Healthcare](#).

Political momentum - the report's publication has been welcomed across parties with Minister for Health and Social Services, Vaughan Gething, promising a new long-term plan for health and social care this spring.

Housing - the report explicitly references housing within its concept of 'seamless health care' – referring to the need for “a very effective supportive ‘welfare state’ beyond the NHS, including education, and housing” – echoed by the Minister in his statement of welcome “This isn't simply about the health service; it is about how health and social care are part of a broader system, with colleagues in housing as well.”

Strategic emphases - prevention; reorientation away from hospitals; home- and community-based care; adaptive and preventative interventions in the home; the importance of the third sector.

Strategic opportunities and challenges - the development of a new set of national 'seamless service' models for local delivery that extend from people's homes; a greater role for citizens and users in service design; reconfigurations at regional and local level with pooled budgets and new planning and commissioning arrangements; greater clarity for local (third sector) procurement.