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Canolfan Datblygu ac Arloesi
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Primary and Community Care
Development and Innovation Hub
Developing Primary Care in Wales

CLUSTER WORKING IN WALES

Summary & quick read guide

A set of handbooks for new Cluster Leads and other staff working in or with clusters

October 2019

Introduction

This is a set of **Cluster Working in Wales Handbooks** produced by the Primary and Community Care Development and Innovation Hub, Public Health Wales.

The handbooks provide practical advice for use by anyone new to a cluster leadership role or who wants to include cluster working as part of their work. The ideas and advice provided will provide a foundation for your cluster work and will give you the basic tools and techniques for working in or with clusters.



Although presented as separate handbooks, they are designed to be complementary and will be most effective if used collectively, giving ideas, advice and signposting to information and resources for creating the best conditions for cluster working and development.

This **Summary and quick read guide** and the three **handbooks** contain hyperlinks. Please click on the blue underlined text for further information.

To download the handbooks go to the [Resources](#) section of [Primary Care One](#).

The handbooks as a set of resources

In addition to this **Summary and quick read guide**, the set is organised into three separate handbooks each covering a different theme.

Resources to help you develop your cluster	
Cluster working	Tools, techniques & resources
Introduction to background, structures, tips for effective cluster working and signposting to key influential roles to help you with cluster development.	A collection of resources to support your cluster work from project management, writing business cases to information governance.

Working in Wales		
Policy & strategic context in Wales	Governance of the health & care system	Primary health & care providers
Summaries of key policy and strategies influencing health & wellbeing in Wales.	Covering structures & responsibilities for health, wellbeing & care in Wales.	Details about what services primary health and care providers in Wales offer.

About you as a leader		
Personal development	You are not alone	Building & working with your team
Covering leadership, influencing, negotiating & communication skills.	Ideas about coaching, mentoring, peer support & networking.	Tips on team working, personality preferences and how others see the world & dealing with difficult colleagues.

Each handbook contains links for further reading or signposting to other resources.

As clusters are maturing at different rates, the content and ideas included in these handbooks may be very basic or aspirational for some. Health boards function in different ways, creating variation in the ways of working and support available for clusters. These handbooks provide an initial 'go to' resource and complement any that may be locally produced.

Summary of contents

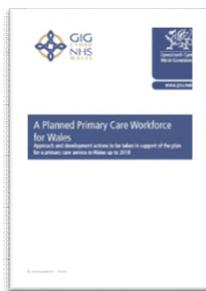
Resources to help you develop your cluster
A: Cluster working
<ul style="list-style-type: none"> ▪ Background, definition and structure of primary care clusters ▪ Who's who? ▪ The Primary Care Model for Wales ▪ Cluster governance ▪ Funding ▪ Cluster meetings ▪ Developing wider cluster working ▪ Employing cluster based staff & employment rights ▪ Multidisciplinary teams (MDTs) ▪ Social prescribers / prescribing ▪ Information governance
B: Tools, techniques and useful resources
<ul style="list-style-type: none"> ▪ Using data to identify need ▪ Workforce Planning ▪ Bids and business cases ▪ Project working ▪ Evaluation ▪ Quality Improvement ▪ Glossary of terms
Working in Wales: Policy and strategic context
A: Policy & strategic context in Wales
B: Governance of the health & care system
<ul style="list-style-type: none"> ▪ Working with the UK Government ▪ National Assembly for Wales ▪ Welsh Government ▪ Regional Partnership Boards ▪ Public Services Boards ▪ NHS Wales: Health Boards & NHS Trusts ▪ Local Authorities ▪ Inspection and regulation bodies
C: Health & care providers
<ul style="list-style-type: none"> ▪ Health and care providers in Wales ▪ Primary care independent contractors ▪ Out of Hours services ▪ Hospitals ▪ NHS Wales Trusts ▪ Welsh Health Specialist Services ▪ The third sector ▪ NHS Direct Wales ▪ Online health and well-being information services ▪ Community Health Councils
About you as a leader
A: Personal development
<ul style="list-style-type: none"> ▪ Leadership ▪ Engagement and collaboration ▪ Managing change
B: You are not alone
<ul style="list-style-type: none"> ▪ Coaching ▪ Mentoring ▪ Networks
C: Building and working with your team
<ul style="list-style-type: none"> ▪ Principles of team working ▪ Personality types

Summary of resources

Presented in alphabetical order, a summary of key resources, which may be of interest or relevant to cluster working, is provided in this section.



[*A Healthier Wales*](#) published in response to the [*Parliamentary Review of Health and Social Care in Wales*](#). It sets out the future vision of a whole system approach to health and social care through a model is focussed on health, well-being, and preventing illness. The plan is based on the quadruple aim, improved population health and wellbeing; better quality and more accessible health and social care services; higher value health and social care; and a motivated and sustainable health and social care workforce.



[*A Planned Primary Care Workforce for Wales*](#) (2015) describes the actions needed to develop the primary care workforce in Wales, in order to progress the plan for Primary Care. (Note: this expired in March 2018 and is superseded by the Strategic Programme for Primary Care 2018).

Component	Level 1	Level 2	Level 3
Workforce	<ul style="list-style-type: none"> Local Health System Local Health System Local Health System Local Health System 	<ul style="list-style-type: none"> Local Health System Local Health System Local Health System Local Health System 	<ul style="list-style-type: none"> Local Health System Local Health System Local Health System Local Health System
Workforce	<ul style="list-style-type: none"> Local Health System Local Health System Local Health System Local Health System 	<ul style="list-style-type: none"> Local Health System Local Health System Local Health System Local Health System 	<ul style="list-style-type: none"> Local Health System Local Health System Local Health System Local Health System

The [*Cluster Maturity Matrix*](#) is a tool for cluster self-assessment against the principles of good practice identified in the [*Primary Care Cluster Governance 'A Good Practice Guide' V16*](#).



The [*Compendium of Emerging Roles and Models in Primary Care*](#) is an online package for sharing of good practice, resources and lessons learned from across Wales. The compendium includes examples of job descriptions, case studies and contacts for more information. (Note: interactive resource expected 2020)



The [*Critical Appraisal of the Pacesetter Programme: Executive Summary*](#) (2018) describes the methods used and the questions asked to inform the independent appraisal. Key findings and six enablers were reported which give a clear direction to the success of future innovations including pacesetter programmes and individual projects and implications for future primary care transformation.

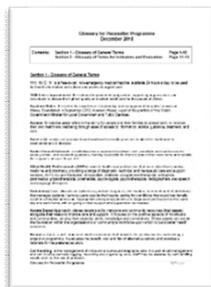
Summary of resources



Guidance and resources to organisations across NHS Wales in developing their IG processes in line with current legislation, national IG standards and best practice and to support them in completing the Welsh Information Governance Toolkit is available via the [Digital Health and Care Wales Information Governance webpages](#)



[Frequently Asked Questions Guide to procurement for primary care cluster leads](#) provides a briefing regarding NHS Wales procurement processes and thresholds.



The [Glossary of terms](#) provides brief definitions and explanations of terms used regularly in NHS Wales and is presented in two sections:

- Section 1 - Glossary of General Terms
- Section 2 - Glossary of Terms for Indicators and Evaluation



[Inquiry into Primary Care Clusters](#) (2017) investigated and reported on the model of cluster working in delivering improved services to patients. The inquiry heard evidence from a wide range of health care organisations, professional groups and individual clinical staff. The inquiry concluded that further work is required in order to realise the ambitions for systematic change that meets local need. A suite of 18 recommendations was made.

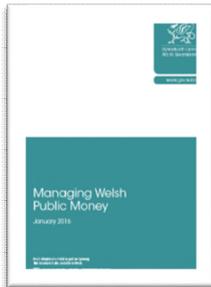


The [Introductory Guide to Evaluation](#) is a simple to use online tool to support understanding of what evaluation is and why it is important. It provides the basics, gives direction as to the approaches and processes that can be used and signposts to further guidance and support.

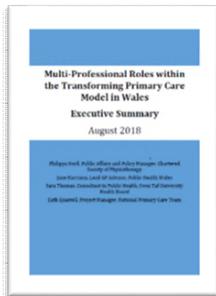


The [Leadership Behaviours Framework](#) forms the basis of the leadership development activity designed and developed by Academi Wales for senior leaders and those aspiring to a senior leadership role. It provides a guiding framework for senior leaders, supporting them in choosing and continually developing appropriate leadership behaviours.

Summary of resources



[Managing Welsh Public Money](#) sets out the main principles for managing resources for the whole of the Welsh public sector. This document aims to explain how to handle public funds with probity and in the public interest.



The [Multi-Professional Roles within the Transforming Primary Care Model in Wales](#) (2018) reports the responses to a survey designed to capture the potential of wider multidisciplinary team working. The report identifies opportunities and makes recommendations to supporting the transformation of primary and community care.



[NHS Wales Directory of Hospitals](#) provides a list of all hospitals in Wales together with a list of major A & E units, minor A & E units, and minor injuries units.

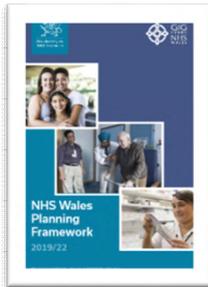


The [NHS Finance \(Wales\) Act \(2014\)](#) is legislation which aims to target NHS funding at those services and interventions providing best value for money and to improve the health outcomes of the Welsh population in short, medium and long-term. It makes provision in relation to the financial duties of health boards in Wales to ensure expenditure does not exceed funding over a period of three years.



The [NHS Wales Governance E-Manual](#) provides advice and guidance on all aspects of governance in the NHS in Wales.

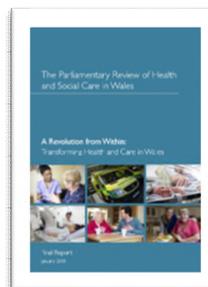
Summary of resources



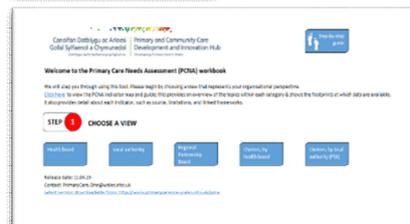
The [NHS Wales Planning Frameworks](#) sets out the principles that will underpin Integrated Medium Term Plans (IMTPs), as well as providing the necessary guidance to empower NHS organisations to produce approvable plans.



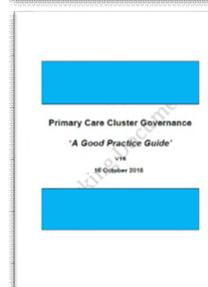
[Our Plan for a Primary Care Service in Wales](#) (2014-2018) set out a social model of health, promoting physical, mental and social well-being. It aimed to draw in all relevant organisations, services and people to ensure the root causes of poor health were addressed. Five priority areas were identified to help organisations plan their approach to primary care: planning care locally, improving access and quality, equitable access, a skilled local workforce and strong leadership.



The [Parliamentary Review of Health and Social Care Wales](#) describes health and care system in Wales, as it was in 2018. It describes the challenges facing NHS Wales and the vision for care aspired to be delivered by the care system in Wales. It offered a series of recommendations to Welsh Government for consideration in achieving the vision.



The [Primary Care Needs Assessment \(PCNA\) tool](#) supports clusters with action planning based on review of data on local needs and evidence-informed improvement options.

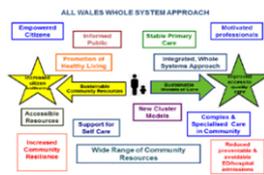


The [Primary Care Cluster Governance 'A Good Practice Guide' V16](#) (2016) supports the development of primary care clusters across Wales through good governance. The Guide sets out the principles of good practice and is accompanied by a collection of appendices, a [Resource Pack](#) providing a range of toolkits and templates and a suggested cluster governance [Maturity Matrix](#) for cluster self-assessment.



Launched in November 2017, [Primary Care One](#) provides an all-Wales online resource for those working in or with an interest in primary care clusters. Intended to promote primary care cluster collaborative working in Wales and support cluster development at a national level, the website provides sources of information specific to clusters and cluster leads across Wales as well as the wider primary and community care audience.

Summary of resources



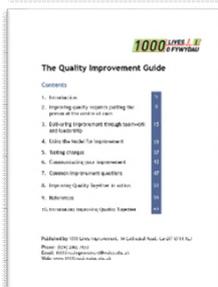
Components of the Transformational Model for Primary and Community Care in Wales was signed off at the National Primary Care Board in March 2018 and is adopted by Directors of Primary and Community Care as the [Model for Primary Care in Wales](#). Health boards are working to deliver the Model through their IMTPs and in collaboration with their Regional Partnership Boards. The Model continues to evolve in terms of a shared understanding of its potential across Wales and, importantly, in the language used to describe it.



[Prosperity for All: the national strategy](#) sets out how the commitments in [Taking Wales Forward](#) will be delivered by bringing together the efforts of the whole Welsh public sector.



[Prudent Healthcare](#) promotes four Prudent Principles: achieving health and wellbeing through co-production; care for those with the greatest health need first; do only what is needed and do no harm; reduce inappropriate variation using evidence-based practice.



[Quality Improvement Guides](#) published by 1000Lives brings together learning from around Wales, and further afield, to explain how a simple set of techniques can be applied to improve the quality of service.



[Setting the Direction - Welsh Government's Primary & Community Services Strategic Delivery Programme](#) published in 2010, set out a framework aimed at assisting health boards in the development and delivery of improved primary care and community based services for their local populations; particularly for those individuals who are frail, vulnerable and who have complex care needs.

Summary of resources



The [Report on Signposting / Triage / Telephone First Survey, July 2018](#) presents the findings of a survey designed to better understand the systems and processes in use to direct the flow of service users to information, advice, assessment and treatment within GMS practices and clusters in Wales.



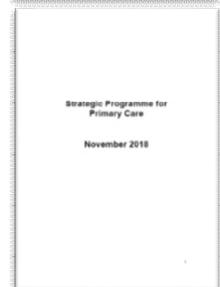
[Social Prescribing in Wales](#) (2018) presents the progress made on social prescribing in Wales over the previous two years and highlights arrangements put in place to build on this work going forward.



The [Social Services and Well-being \(Wales\) Act](#) came in force in April 2016. Made up of 11 sections, it provides a legal framework for social services law. The Act sets out duties on local authorities, health boards and Welsh Ministers, requiring them to promote the well-being of those who need care and support, or carers who need support within their work.

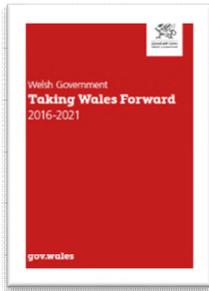


Health boards in Wales must agree [Standing Financial Instructions](#) (SFIs) for the regulation of their financial proceedings and business. Designed to achieve probity, accuracy, economy, efficiency, effectiveness and sustainability in the conduct of business, they translate statutory and Welsh Government financial requirements for the NHS in Wales into day to day operating practice.

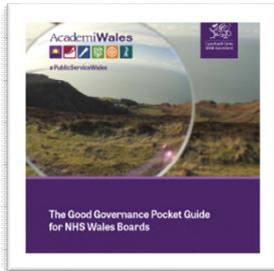


The [Strategic Programme for Primary Care](#) 2018 sets out the programme of work for primary care through six key work streams in response to *A Healthier Wales*. The programme describes the continuation of previous work, recognising the need for increased pace and scale and details the new work needed to fully implement the [Primary Care Model for Wales](#).

Summary of resources



[Taking Wales Forward](#) 2017 describes a 5-year programme for government outlining commitments to build a united, connected and sustainable Wales.



[The Good Governance Pocket Guide to NHS Wales Boards](#) is aimed at NHS Wales Boards, but also provides key principles of good governance that can aid good decision making in NHS Wales.



The [Well-being of Future Generations \(Wales\) Act](#) 2015 is legislation that aims to improve the social, economic, environmental and cultural well-being of Wales. The Act also provides a key link to other legislation in Wales, including the *Public Health (Wales) Act*, *Equality Act*, *Planning (Wales) Act*, *Active Travel (Wales) Act*, *Social Services and Well-being (Wales) Act* and *Housing (Wales) Act*.



The [Welsh Information Governance Toolkit](#) is a self-assessment tool to enable organisations to measure their level of compliance against National Information Governance Standards. It also provides key information about how to handle and protect information.



Published in June 2017, [Workforce Planning: Guidance and Resources](#) provides a step by step guide to workforce planning in NHS Wales and considers the workforce planning approach laid out within the NHS Wales Planning Framework. It also contains some useful links for those who are new to planning and more experienced and planners.

Acknowledgements

The development of this set of handbooks has been a collaborative process. We would like to thank everyone who has contributed, authored and provided advice to inform the development of the handbooks.

Disclaimer

We have taken all reasonable steps to identify the sources of information and ideas. If you feel that anything is wrong, would like to make comment or provide input to any revisions of the handbook please contact us at primarycare.one@wales.nhs.uk.