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# A Healthier Wales: our Plan for Health and Social Care

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## Accelerating progress with the delivery of Integrated Health Services for and in our communities – Transformation programme

### Engagement Briefing

**Our vision:** A healthier Wales through an integrated, sustainable, population-focused system delivering care closer to home, with prevention and wellbeing at its core that meets the changing needs of our population

**What progress have we made?** Our policy and strategy direction in Wales has been strong and consistent for more than ten years. Implementing them will lead to better health outcomes but although there has been extensive activity, innovation, and examples of excellent work, the transformation remains incomplete with hospital-centric models still prevailing. We are therefore establishing a transformation programme to accelerate progress, make our vision a reality and ensure that:

- People and staff can navigate care pathways easily.
- Appointments are timely and appropriate to need, in the right setting.
- Staff well-being is enhanced
- Population health management and prevention are systematically embedded into every contact.

**What have been the Challenges?** The change that we need to implement is very significant and there have been competing priorities. Primary and Community care has not always been sufficient high priority in Health Boards, our planning frameworks have not been sufficiently well aligned to facilitate progress and we have had inconsistent urgent care models, underutilised multidisciplinary teams and slow digital deployment. Our new transformation programme is the result of Welsh Government and Health Boards's commitment to addressing the barriers to progress.

**Roles and Responsibilities:** Welsh Government develops policy and sets national standards holding Health Boards accountable; Health Boards assess and meet the needs of their population implementing national models of care; NHS Performance and Improvement supports Welsh Government and Health Boards deliver their responsibilities. Our approach will be one of clinically-led service improvement and transformation, co-designed with our communities and working in partnership across organisations and sectors.

**What are we going to do?** We are going to build on the great work of the Primary Care and Urgent care programmes and unify transformation work under a single framework, reshaping the Primary Care Programme into a new transformation programme to oversee the work to accelerate the delivery of Integrated Services in our communities. A delivery plan will be developed to support this system transformation in a way that addresses current fragmentation of the health system through hardwiring primary and community care at every level with an unwavering

focus on population health through system-wide strong leadership and collaboration. Key enablers for primary and community care to deliver on the ambition include addressing the workforce challenges and digital gaps. In addition, there is a recognition that achieving this level of transformation is inextricably linked to sustainable GMS.

The **delivery plan** will comprise actions in several areas including:

### **Governance and Leadership**

- Changes to the planning framework and remit letters to include the expectation for integrated health services in the community and ensure that these are reflected in the performance management relationship between NHS P&I and Health Boards.
- Building in clear objectives for Chief Executives on advancing primary and community care with clear accountability for the delivery of the Care Model in their organisation
- Ensuring that all executive directors of NHS Wales deliver the breath of their role including Primary and Community care and that Boards fulfil effectively their full responsibilities across public health, primary and secondary care.
- Clarifying the role and governance for clusters to support greater impact and ensure engagement and alignment with Health Board strategies
- Developing local networks bringing together primary care clinicians with hospital clinicians to agree standardised pathways based on national best practice.

### **Service Transformation**

#### *Prevention & Population Health Management*

- Embed prevention bundles (e.g. vaccination, blood pressure/AF detection, smoking cessation, weight management) in both chronic and urgent care contacts and commission these at a cluster/locality level.
- Implement population health management to identify and proactively support vulnerable cohorts, integrating self-management and personalised care planning. This will include a national approach to a population health management patient segmentation tool.

#### *Chronic Conditions Management*

- Define a standard model (functions, outcomes, pathways) for chronic conditions (e.g. CVD, diabetes, COPD, MSK, mental health), using a community by design approach

#### *Urgent & Same-Day Care*

- Develop a rapid options appraisal for urgent care navigation and implement the preferred option. This should include the minimum UPCC specification to reduce variation and a national pathway with 111.

The plan will also include action on **Key Enablers** including digital tools and data, workforce and contracts.

### **How will we know that we have succeeded?**

We will see improvements in health outcomes and patient satisfaction. Some of these benefits will not be realised straight away but we will also see:

- ✓ Sustainable GMS
- ✓ Multidisciplinary community teams anchored in community care settings, integrating diagnostics, rehabilitation, and social care, with continuity for complex cases.
- ✓ Population stratification with identified and prevention / care escalation plans in place.
- ✓ Improved patient navigation
- ✓ Primary care leadership informs national decisions across planned care, urgent care, diagnostics and digital.
- ✓ Improved staff wellbeing

Our success depends on the commitment of all parts of the system in recognition that a transformative change to deliver integrated services closer to our communities is necessary for a healthier Wales. We all have a role to play in realising this brighter future for our communities, our patients and for the NHS and we need your help, initially by informing the plans so that they are as strong as possible and then by helping implement them rapidly and effectively.

**How can you contribute?** We will be providing opportunities for colleagues to engage with this work at national and health board level and bring their skills and expertise to:

- ❖ Comment on proposals so that we can strengthen as needed
- ❖ Identify any further opportunities and challenges
- ❖ Drive forward the changes required.