



Progress towards implementing *A Healthier Wales*

June 2019

THE **WELSH NHS** CONFEDERATION
CONFFEDERASIWN **GIG CYMRU**



This briefing sets out some of the progress which has been made towards delivering the Welsh Government's long-term plan for health and social care, *A Healthier Wales*.

The Welsh NHS Confederation is the only national membership body which represents all the organisations that make up the NHS in Wales: the seven Local Health Boards, three NHS Trusts and Health Education and Improvement Wales (HEIW). Our role is to support our members to improve health and wellbeing by working with them to deliver high standards of care for patients and best value for taxpayers' money. We act as a driving force for positive change through strong representation and our policy, influencing and engagement work.

Introduction

A Healthier Wales is fundamentally about supporting people to live healthy, happy lives and doing all we can to help people stay well at home. NHS organisations in Wales welcomed the publication of A Healthier Wales in June 2018 and are supportive of the vision for a health and care system that is focused on wellbeing and preventing illness.

We must acknowledge however that delivering this vision is a whole-system challenge, one the NHS cannot achieve in isolation. The NHS should be considered as one contributor of many supporting people in this way.

This means having a health and care system that supports people to stay well, not just treat them when they become ill. Putting people at the heart of everything the NHS does and designing services through co-production, a key part of delivering this vision, is reflected by the ten national Design Principles in A Healthier Wales. Wales also needs to improve the way we measure what really matters to people, so it becomes clear which services are working well, and which services need to be improved. A Healthier Wales, through its emphasis on healthy communities and the 'health in all policies' approach, is a lens through which we can identify and support new models of health and social care so they can be scaled-up across Wales.

The following projects are examples of patient-centred initiatives being delivered in partnership with the public and voluntary sectors across Wales. If we are to achieve our shared vision, we'll need to learn from these projects and identify and overcome the key barriers to scaling them up at pace and scale.

How NHS Wales is delivering the vision set out in *A Healthier Wales*

Below are some initiatives currently operational in Wales where patients are benefiting from integrated, person-centred and non-medical services tailored to their needs.

Virtual Assistant Oncology, Velindre University NHS Trust

Being able to support patients in the best way possible as they live with cancer is crucial. Velindre University NHS Trust (Velindre) engaged in meaningful conversations with patients, carers and their families about how they can support their information needs and their desire to be active participants in the care they receive. Velindre were looking to improve engagement between patients and NHS staff by providing a greater number of ways they could communicate.

Through a person-centred process Velindre, in partnership with Pfizer Oncology and IBM Watson, have developed the world's first Artificial Intelligence (AI)-enabled virtual assistant which is trained in oncology. Technical work on the software is ongoing and includes training sets for 'intents' to demonstrate capability in the areas of general nursing, radiotherapy and tumour-specific procedures.

By enhancing communication between patients and staff, it is intended the virtual assistant achieves improved levels of health literacy; reduced levels of anxiety; and gains service delivery efficiencies.

Cwmtawe Cluster, West Wales Regional Partnership Board

The West Wales Regional Partnership Board (RPB) have been looking at innovative ways to improve wellbeing across the age spectrum, with a particular focus on ensuring that children have the healthiest start in life. The RPB have also been trying to reduce the number of unscheduled admissions among older people and delivering care closer to home.

The Cwmtawe Cluster has received £1.7m of funding via the Welsh Government's Transformation Fund to deliver these objectives by supporting new ways of working and supporting integration between health and social care. Some examples of these new ways of working include the setting up of the Clydach Community Hub, which is supporting people to access all Swansea Council services through a digital gateway. Integrated health and social care teams have also been established at Gorseinon Hospital and Clydach Primary Care Centre.

Community Connectors, Powys

Whilst Powys has a vibrant third sector, the geographical landscape means that residents are not always aware of the range of support services available in their local communities. The RPB recognised this lack of awareness may be one of the key drivers behind avoidable hospital admissions and referrals to higher intensity health and care services.

In response, Powys County Council, Powys Teaching Health Board and Powys Association of Voluntary Organisations (PAVO) have worked together to establish a 'Community Connectors' third sector service that works seamlessly to support service users, their carers and their families to improve their physical and mental wellbeing. Community Connectors provide patients and staff with timely information about the support services that are available in each locality and how patients can access them; ensure appropriate third sector support is provided to patients upon discharge from hospital to reduce the likelihood of readmission; and reduce demand on GP services.

Early evaluations of the Community Connectors project are showing that the service is supporting people to live independently and stay active. Most importantly however, the partnership is delivering a culture shift across the area – residents are accessing support services within their own communities, peers and circles of support rather than immediately seeking to access statutory services.

NextBike (Bike share scheme), Cardiff and Vale University Health Board

Cardiff and Vale UHB have been looking at innovative and cost-effective ways of improving the physical and mental health of their population. It is recommended that adults engage in 150 minutes of moderate to vigorous exercise per week, and cycling is a great way to get started. Doctors say that regular cycle rides can reduce the risk of death from heart disease by half.

In a UK-first, Cardiff and Vale UHB have launched NextBike – a bike-share scheme which is initially operating out of two GP surgeries across the Health Board. The scheme allows GPs to prescribe patients with a six-month membership to NextBike so that users can embed cycling in their daily routines, particularly their twice-daily commutes.

NextBike is already a resounding success, with over 10,000 journeys being made each week on NextBike cycles. The Health Board is looking to build on this success by seeking feedback from service users around how the scheme can be made easier to use and support scale-up across the area. NextBike has received both national and international acclaim, with a comment piece about the scheme recently being published in the New York Times.

‘Ffrind i mi’/ ‘Friend of mine’, Gwent

Research suggests 17% of the Welsh population, or 440,000 people, report feeling lonely and socially isolated, but the true figure is likely to be considerably higher. In response, Aneurin Bevan UHB and its partners have identified some specific population groups that are at a particularly high risk of becoming lonely and isolated. These groups include the retired population; armed service veterans; people with long-term conditions; those living with disabilities; and those who have recently lost a loved one.

‘Ffrind i mi’ is a partnership approach to support these groups. By working with befriending services and volunteers, ‘Ffrind i mi’ seeks to match the interests of vulnerable people to the interests of volunteers e.g. gardening, watching sport, dog walking etc. Volunteers then meet with local residents to share stories, build relationships and stay active.

Led by Aneurin Bevan UHB, partners include Gwent Police; Age Cymru; Coleg Gwent; the Royal Voluntary Service; the Older People’s Commissioner for Wales; and a number of Local Authorities. ‘Ffrind i mi’ won the 2018 NHS Award in the ‘Citizens at the Centre of Redesign and Delivery’ category.

Community Neurology Teams, ARCH Programme Board and the South West Joint Regional Planning and Delivery Committee

Capacity within the Neurology service across South West Wales has been challenging, resulting in a number of additional sessions required to sustain planned care pathways and frequent delays in transferring patients to their homes or community-based support services. It was recognised by clinical teams that there was a great inequity between neurological services across South West Wales.

A Regional Collaboration for Health (ARCH) and the South West Joint Regional Planning and Delivery Committee has a key role in driving forward the implementation of projects identified by Swansea Bay UHB and Hywel Dda UHB as priorities for regional working. The organisations have come together through these bodies to improve access to neurological services; reduce variation and health inequalities; and develop a shared vision of person-centred, seamless services for the people of South West Wales.

The Health Boards have worked collaboratively to propose a regional service model for neurological services across the area. The new model shifts the emphasis of the service from the traditional secondary care setting into the community through the development of Community Neurology Teams. These teams will work with Primary Care services to develop stronger links and work towards a network of primary care practitioners with a special interest in neurology. The Community Teams also have a remit to in-reach secondary to support patients to flow through the pathway more quickly and into rehabilitative support programmes in the community.

Out of Hours Interventional Radiology Service, South Central and East Wales

Aneurin Bevan UHB, Cardiff and Vale UHB and Cwm Taf Morgannwg UHB wanted to improve the quality and safety of patient care for radiology service users in South Central and East Wales. The organisations have come together through the South Central and East Wales Planning and Delivery Forum to implement an all-new service model to address the demand for services across the area.

It was agreed an Out of Hours Hub would be established at the University Hospital of Wales in Cardiff, with a rota comprising Consultant Interventional Radiologists from each of the three Health Boards. The Hub provides 24/7 access to interventional radiology, which has become an essential intervention in contemporary patient care.

Since implementation in February 2019, the clinical model and revised pathways have been defined and agreed by clinicians; transport implications have been arranged with the Welsh Ambulance Services NHS Trust; and a communications exercise has been carried out to support implementation.

Pharmacist Training Programmes, Health Education and Improvement Wales (HEIW)

Existing training programmes for pharmacists prepares them to work in hospitals or community pharmacies. However, the role of the pharmacist is changing, and pharmacists are increasingly working in GP practices across Wales to provide patients with immediate advice about medicine management; social prescribing; and treat a range of minor ailments.

To reflect the evolving role of the pharmacist in NHS Wales, HEIW is launching a new transformational training programme for pre-registration trainee pharmacists, starting in 2020. The programme has been made possible thanks to £3.6m of Welsh Government funding, rising to £4.9m by 2023, to increase the number of pharmacist training places in Wales from 120 to 200. New trainees will also receive clinical placement training in a wider range of settings under the new programme. Moreover, in a UK-first, trainee pharmacists will be employed by the NHS for the final year of their learning in practice.

Centralising employment in this way will allow trainees to move easily between sectors and gain more experience. This will also free up time within the workplace to focus entirely on providing world-leading training programmes.

**‘Creating
Connections
for All’, West
Wales Care
Partnership**

The West Wales Care Partnership have recognised prevention as a key strategic priority and are supporting the delivery of the vision in A Healthier Wales through the ‘Creating Connections for All’ initiative.

‘Creating Connections for All’ builds on a range of existing initiatives across Wales, particularly ‘Carmarthenshire is Kind’ – a project that aims to raise awareness of the health and wellbeing impacts that kindness and positive action can have on individuals and communities. ‘Creating Connections for All’ is about enhancing the role of Community Connectors and standardising provision of services across the region through an intergenerational ‘buddying’ project and supporting the development of IT skills, particularly among the elderly. The project also seeks to reduce loneliness and isolation; encourages active citizenship and supports Local Action Hubs, which have been set up to connect people with the services provided by Community Councils.

Programme milestones are currently in development. Partners involved in this initiative include Hywel Dda UHB; Carmarthenshire County Council; Ceredigion County Council; Pembrokeshire County Council; and the Public Service Board.

**Mental health
crisis care, Welsh
Ambulance
Services NHS
Trust (WAST)**

Around 1 in 4 people in Wales experience at least one mental health condition in their lifetime. WAST frequently attend challenging incidences of self-harm and suicide, which can have significant psychological impacts on NHS staff, particularly first-responders. In 2016/17, around 7% of 999 calls to WAST related to a mental health issue, though it is widely thought such cases are heavily under-reported and true demand is likely to be higher.

Part of WAST’s response has been to initiate a collaborative project to improve the management of people in crisis and experiencing moderate to severe mental health conditions. The programme aims to develop a single crisis care model for Wales, allowing for local variation, but with a strong core supported by the Quadruple Aim as set out in A Healthier Wales. WAST are also looking to implement the Mental Health Hear and Treat Network to streamline existing networks. The project will involve additional investment in 24/7 Single Points of Access via the 111 Service; and developing mental health ‘symptom checkers’ for common mental health conditions through online crisis support programmes.

The project is in the early scoping stages and involves collaboration with a range of other agencies and providers, particularly the police and Health Boards. The programme is subject to approval and associated resource requirements.

Centralising employment will allow trainees to move easily between sectors and gain more experience. This will free up time within the workplace to focus entirely on providing world-leading training programmes.

A new strategic framework for adult mental health services, West Glamorgan Regional Partnership Board

Following the decision by the Mental Health and Learning Disability Commissioning Board to develop a strategic framework for adult mental health services, the West Glamorgan RPB identified waiting times for some service users as being the key barrier to receiving timely support.

The West Glamorgan RPB have developed a new service model that prioritises developing a single point of access for service users; strengthening transition processes; supporting patients and their carers in a way that promotes independence; and developing a range of preventative services within the community. Fundamental to this new way of working is closer alignment between the Health Board and Local Authority approaches to addressing the priorities identified by service users. The framework is wholly person-centred and informed by what works best for patients. Once implemented, staff will work jointly with service users to provide a package of support through co-production.

The project is led by Swansea Bay UHB, on behalf of the West Glamorgan RPB. Other partners include the City and Council of Swansea; Neath Port Talbot County Borough Council, alongside the third and community sectors.

‘Stay Well in Your Community’, Cwm Taf Morgannwg Social Services and Wellbeing Regional Partnership Board

The Cwm Taf Morgannwg RPB Area Plan describes the steps being taken to improve outcomes for patients across the area. The Plan sets out a number of pilots which have already delivered a range of benefits through integrated community care teams. ‘Stay Well in Your Community’ is about making these projects more seamless and uniform.

The project is a whole-system health and social care model which responds to the voice of the individual through three interwoven layers: wellbeing; integrated community care, closer to home; and acute health and social care tertiary services. The first tranche of the programme aims to scale-up existing pilots that are demonstrating success and develop new services where there is evidence to suggest that the region would benefit. The model will link multi-disciplinary anticipatory care and enhanced routine monitoring services with rapid response services. Enabling this work are key workforce and digital strands, which are considering the sustainability of the local health and social care workforce.

An evaluation framework has been produced, which incorporates a number of key deliverables and intended outcomes. The framework will involve a summative component that asks, “Did we achieve the outcomes we set out to achieve?”

<p>Community Service Transformation, North Wales Social Care and Wellbeing Services Improvement Collaborative</p>	<p>Partners in North Wales are developing combined health and social care localities based on the geography of primary care clusters, building on existing projects and developing links with local Community Resource Teams. The goal is to achieve a combined health and social care ‘locality’, which will include NHS services, schools, and health and wellbeing centres to truly transform the way community services are delivered in North Wales.</p> <p>To achieve this, the Betsi Cadwaladr UHB will work with partners and citizens to understand the key barriers for individuals and carers to have effective, co-ordinated and seamless services. Using this information, the parties involved will develop a sustainable workforce agenda to deliver the transformation agenda; identify a model for digitally-enabled care that can be rolled-out across North Wales but adapted to meet local need; and develop a number of community networks to promote inclusion and participation in social prescribing initiatives.</p> <p>Delivery of this project began in April 2019, with the first evaluation exercise set to be carried out in July. Partners include Betsi Cadwaladr UHB, Local Authorities, housing associations, and the third and community sectors.</p>
<p>Understanding the prevalence of Adverse Childhood Experiences (ACEs) in a male offender population in Wales, Public Health Wales NHS Trust</p>	<p>In 2018, Public Health Wales NHS Trust and the Public Health Collaborating Unit (Bangor University) undertook the first ACE prevalence study within a male prison setting in Wales. A questionnaire was delivered through Interviews with 470 prisoners, which measured the prevalence of ACEs in the offender population and the links to criminality, health and well-being. Furthermore, it aimed to explore the generational cycle of ACEs.</p> <p>The survey found more than 80% of men in prison said they had experienced at least one ACE, compared with a Welsh average of 46%. It found that male prisoners are much more likely than men in the wider population to have suffered ACEs such as child maltreatment or living in a home with domestic violence. The findings suggests that addressing the adversity and trauma of offenders can be integral to reducing reoffending for prisoners and in future generations, and reduce costs for the criminal justice system.</p> <p>Public Health Wales, policing, and key criminal justice organisations in Wales have made a commitment to work together using a public health approach to change the way people with ACEs are identified, understood and supported.</p> <p>This survey will help inform this partnership working in Wales, which is being facilitated by the Early Action Together (E.A.T) programme. E.A.T. is already supporting the criminal justice sector to create an ACE aware workforce and develop trauma informed practice within prisons and probation in Wales.</p>

Conclusion There are a significant number of services being set up to deliver on the vision set out in the Welsh Government's long-term plan for health and social care, *A Healthier Wales*.

These new person-centered models of health and social care are having a positive impact on patients and members of the community, which is in line with one of the central objectives of *A Healthier Wales*.

Transformation takes time and requires agreement by partners on shared priorities if the vision is to be delivered. The NHS in Wales is committed to working across multiple sectors so that we can achieve a healthier Wales together.

**How can the
Welsh NHS
Confederation
help you?**

Please get in touch if you want further details on any of the issues raised in this briefing. For more information, please contact our Interim Director, Nesta Lloyd-Jones: Nesta.Lloyd-Jones@welshconfed.org

You can visit our website at www.welshconfed.org or follow us on Twitter [@WelshConfed](https://twitter.com/WelshConfed)