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Iechyd Cyhoeddus  
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Public Health  
Wales

**Name of Meeting**

Board

**Date of Meeting**

25 July 2019

**Agenda item:**

7.3.250719

**A Healthier Wales: Assessment of Progress**

<b>Executive lead:</b>	Dr John Boulton, Interim Director of NHS Quality Improvement and Patient Safety/1000 Lives Improvement
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<b>Approval/Scrutiny route:</b>	Business Executive Team, 15 July 2019
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<b>Purpose</b>
The purpose of the paper is to assure the Board of progress made by Public Health Wales towards the actions outlined in A Healthier Wales.

<b>Recommendation:</b>				
APPROVE <input type="checkbox"/>	CONSIDER <input type="checkbox"/>	RECOMMEND <input type="checkbox"/>	ADOPT <input type="checkbox"/>	ASSURANCE <input checked="" type="checkbox"/>
The Board is asked to:				
<ul style="list-style-type: none"> <li>Receive <b>assurance</b> that Public Health Wales is making progress on actions outlined in A Healthier Wales.</li> </ul>				

**Link to Public Health Wales [Strategic Plan](#)**

Public Health Wales has an agreed strategic plan, which has identified seven strategic priorities and well-being objectives.

This report contributes to the following:

<b>Strategic Priority/Well-being Objective</b>	All Strategic Priorities/Well-being Objectives
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**Summary impact analysis**

<b>Equality and Health Impact Assessment</b>	An Equality or Health Impact Assessment is not required as this paper is for assurance only.
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**Risk and Assurance**

<b>Health and Care Standards</b>	This report supports and/or takes into account the <a href="#">Health and Care Standards for NHS Wales</a> Quality Themes  All themes
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<b>Financial implications</b>	No financial implications
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<b>People implications</b>	No impact on workforce or staff survey plans.
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## 1. Purpose / situation

It is 12 months since Welsh Government published A Healthier Wales. This paper outlines progress made to date by Public Health Wales towards the actions outlined in A Healthier Wales.

## 2. Background

A Healthier Wales is the Welsh Government's response to the Parliamentary Review of the Long Term Future of Health and Social Care. It is a plan that sets out the future vision of a whole system approach to health and social care. Ten Design Principles were developed to translate the Prudent Healthcare philosophy and the Quadruple Aim into practical tools to align transformation activity. Prudent Healthcare focuses on enabling higher quality and value through reducing variation, waste and harm, and through less intensive clinical interventions while the four themes of the Quadruple Aim are:

- 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.

In supporting the themes of the Quadruple Aim, ten Design Principles were developed to drive change and transformation focusing on:

- Prevention and early intervention
- Safety
- Independence
- Voice
- Personalised
- Seamless
- Higher value
- Evidence driven
- Scalable
- Transformative

In outlining the progress made to date by Public Health Wales, all Directorate Business Leads collated individual returns against the actions contained in A Healthier Wales, which informed the organisational assessment in this paper.

### **3. Description/Assessment**

Each section of A Healthier Wales is outlined below with progress against relevant actions.

#### **3.1 How we will drive transformation**

##### **Action: Promote understanding of our Prudent Healthcare philosophy, our Quadruple Aim approach, and the Design Principles through a public and workforce engagement programme**

Public Health Wales' 10 year strategy and Integrated Medium Term Plan (IMTP) directly supports the Prudent Healthcare philosophy, Quadruple Aim approach and the Design Principles. The 'Building a Healthier Wales' approach, which we have taken to NHS and wider public service leaders this year, seeks to build support for greater action on population health and well-being, and promotes recognition that we cannot continue as a nation to increase allocation of public funding to front line health care.

Our range of public campaigns and settings based programmes aim to help people change behaviours, lead healthier lives and, ultimately, relieve pressure on NHS services. For example, Making Every Contact Count (MECC) aims to empower staff working particularly in health services, but also partner organisations, to recognise the role they have in promoting healthy lifestyles, supporting behaviour change and contributing to reducing the risk of chronic disease.

The Primary Care Division is advising the All Wales Directors of Primary Care Strategic Programme (communications and engagement work stream) to ensure the messages and themes of the Quadruple Aim are woven into staff, stakeholder and public communications messages and campaigns going forward. The PCOne and GPOne websites hosted by Public Health Wales also promote A Healthier Wales, the Design Principles and the Quadruple Aim in the website content and newsletters.

With the development and implementation of a new Framework for Spread and Scale, 1000 Lives Improvement will focus on national priorities, working with NHS Wales organisations and the wider public sector workforce, which will contribute to the achievement of the Quadruple Aim and realisation of Prudent Healthcare philosophy.

The National Safeguarding Team (NST) supports the Quadruple Aim by improving the quality of safeguarding delivery across NHS Wales through the development of a Safeguarding Training Framework, delivery of high quality Safeguarding CPD events and facilitating a Network that harnesses expertise to create solutions to existing problems across the sector.

Service delivery within Public Health Services is informed by the Prudent Healthcare philosophy. A recent example is the collaborative approach undertaken by the Liver Disease HCV Reengagement programme. Bevan Exemplars are selected from NHS Wales staff who are undertaking projects aimed at improving efficiency and health outcomes. A Public Health Services project to develop a self-testing service for chlamydia and gonorrhoea in community settings was awarded funding as a Bevan Commission Health Technology Exemplar.

**Action: Evaluate the impact of the Design Principles and refine them if necessary**

The NHS Wales Awards 2019 have aligned the eight categories to the Design Principles to showcase work already underway across the NHS and public sector to drive transformation of health and social care.

The Primary Care Division is coordinating the allocation of the £3.8m health board pacesetter funding schemes from March 2020-2022, and have designed the funding template to include the Design Principles and will be evaluating applications from health boards against them.

**Action: Publish a national overview of the overall performance of the health and care system against the Quadruple Aim and submit to the National Assembly for Wales**

Each strategic priority of Public Health Wales includes population measures to assess progress towards improving performance of the health and care system.

The Primary Care Division has been funded by Welsh Government to commission the development of a national evaluation framework for the Primary Care Model for Wales, on behalf of the All Wales Directors of Primary Care and Welsh Government. The framework will provide the Theory of Change, logic models, performance monitoring measures and an evaluation framework for the whole and individual components of the Primary Care Model for Wales through which the Quadruple Aim is embedded.

It is envisaged that the performance framework will also be included in the NHS Delivery Framework from April 2020 to capture an All Wales position and facilitate health board level performance discussions through the Joint Executive Team process.

### **3.2 New Models of Seamless Local Health and Social Care**

**Action: Regional Partnership Boards will be the key driver of change in health and social care at regional level**

Public Health Wales was instrumental in delivering the Health and Social Care Leadership Group event in March 2019 which engaged multiple

partners, Regional Partnership Boards (RPBs) and Public Service Boards (PSBs) to explore opportunities for driving change in health and social care. The Primary Care Division meets with the RPB Coordinators group to ensure alignment of the Primary Care Hub work programme, share tools, products and training and informs RPB working to share learning and resources across Wales. For example, the recently launched Primary Care Needs Assessment Tool proof of concept will aid RPBs in developing their Wellbeing Plans and prioritising evidence-informed action to be progressed through the RPB. The Primary Care Division has also been supporting the RPB team to increase their knowledge and skills in monitoring and evaluation across the RPBs in Wales.

As 1000 Lives Improvement takes forward a rebranding exercise and implements a new Framework for Spread and Scale, RPB Chairs will be key partners in driving improvements across the health and care system.

**Action: Clusters will continue to develop models of seamless local partnership working, working closely with Regional Partnership Boards to promote transformational ways of working, so that they are adopted across Wales**

The Public Health Wales Observatory has worked with Welsh Government and NHS Wales Information Service (NWIS) to develop a set of indicative Primary Care Cluster boundaries. These can be used both to display information at Cluster level and as units of analysis for non-primary care data that can aid understanding of population health and its determinants.

The Primary Care Hub has continued to support cluster development across Wales, including:

- Delivery of the Confident Primary Care Leaders programme, the aim of which is to provide participants with the knowledge, skills and confidence to enhance their leadership within their own cluster environments and help drive change in NHS Wales.
- Delivery of the Confident Practice Managers leadership programme running from early 2019.
- Support for the Cluster Leadership Network, which provides a networking forum for cluster leaders.
- Development of a Primary Care Cluster Governance Framework 'A Good Practice Guide'.
- Roll out of Primary Care Needs Assessment Tool to support local needs assessment and evidence informed cluster planning.
- Support for GP One and Primary Care One Wales (PCOne) websites to serve as a central online resource for primary care clusters to promote cluster collaborative working, signpost to relevant resources and share innovation and practice.

**Action: Each Regional Partnership Board will identify and promote at least two models of seamless locality-based health and social care services, aligned to the Quadruple Aim and Design Principles**

The Primary Care Division PCOne website and weekly email provides an online platform for RPBs and Clusters to share local models and good practice and showcase innovation and evaluation. The Division coordinates the National Primary Care Conference on behalf of the Minister for Health and Social Services and uses the conference agenda to share learning and showcase RPB / Cluster innovation and projects across Wales. For example, the 2019 conference will share the Cwmtawe whole cluster model from Western Bay RPB and the Integrated Wellbeing Networks from the Gwent RPB.

Three NHS Wales Awards 2018 finalists demonstrating seamless health and social care services were showcased at the Health and Social Care Leadership Group.

**Action: The national primary care contracts will be reformed to enable the delivery of seamless local care and support**

The Primary Care Division has been a member of the 'Delivery Quality' work stream of the GMS Contract Reform group in 2018 and developed a paper on embedding Quality Improvement into the GMS contract from 2019. The Primary Care Division Public Health Consultants also work closely with the Welsh Government Pharmacy and Optometric policy advisors to ensure a public health approach is woven into the contract reform process - for example, the inclusion of MECC training to qualify for the delivery of pharmacy enhanced services across Wales.

The Dental Public Health team is supporting Welsh Government to drive forward reform of the dental contract through the GDS reform programme. The dental team coordinated a national dental symposium in March 2019 to showcase the reform work and other related dental innovation across Wales and Public Health Wales has commissioned Bangor University to undertake insight work with a segment of the population across Wales to better understand the impact and acceptability of the dental reform programme.

### **3.3 Transformation Programme**

**Action: Establish a national Transformation Programme to drive implementation of this Plan, led by the Director General, Health & Social Services, supported by a representative cross-sector Transformation Board**

The Building a Healthier Wales approach is providing a vision and transformation framework for implementing A Healthier Wales through its focus on population health and well-being. A number of evidence-based

priorities for collective action have been agreed, with further actions around enabling transformation also proposed.

The Primary Care Division is supporting and leading elements of the transformation programme for Primary Care under the auspices of A Healthier Wales.

**Action: Establish a targeted Transformation Fund to support the implementation of this Plan, particularly new models of seamless health and social care promoted by Regional Partnership Boards**

The Primary Care Division is working to ensure the Public Health Wales commissioned evaluation framework for the Model for Primary Care is aligned to the evaluation framework for the A Healthier Wales Transformation Fund. Project management and evaluation training workshops have been commissioned across Wales, open to RPB members to upskill RPB staff. The learning from the Public Health Wales commissioned critical appraisal of the Pacesetter programme has been shared with RPB leads to ensure the learning from this work is taken forward in the design of the transformation fund bids.

**Action: Review existing programme boards, networks, delivery mechanisms, and initiative supporting strategic change, to align and merge them into the Transformation Programme and Fund**

A Programme Board is being established to support the Building a Healthier Wales approach.

The National Safeguarding Team facilitate the NHS Wales Safeguarding Network, whose remit is regularly reviewed to ensure alignment with the Transformation Programme.

### **3.4 Improving Quality and Value**

**Action: Establish a nationally co-ordinated network of hubs which bring together research, innovation and improvement activity within each RPB footprint**

A key component of the Framework for Scale and Spread developed by 1000 Lives Improvement is the continued development of Improvement Hubs and the formation of new Improvement liaison roles within health boards and trusts. These will be fully connected with Research, Innovation and Improvement Hubs to remove the risk of duplication and ensure that improvement initiatives are shared.

The Primary Care Division is in conversation with RPBs regarding needs assessment, evaluation and monitoring to ensure alignment and consistency of approach across Wales.



**Action: Adopt national standards for rapid evaluation of all innovation and improvement activity, using a value-based approach to measuring quality and outcomes**

Following the launch of the Public Health Wales Long Term Strategy, we have refreshed our performance management framework. To take this forward we are currently refining and developing outcomes for each of our strategic priorities. We have also recently appointed a Head of Financial Intelligence, Value and Impact and this post will be taking forward the development of a Value Framework for the organisation, which will cover performance measurement, financial value, extended balance sheet and evaluation. This will build on the work that has already been undertaken across Public Health Wales to embed a value-based approach into all our work.

1000 Lives Improvement is developing a joint programme with the value-based healthcare team looking at person centred care within the Chronic Obstructive Pulmonary Disease and heart failure pathways.

**Action: Invest in a small number of priority areas which offer opportunities to drive higher value health and social care, through new approaches, emerging technologies, and strategic partnership opportunities**

1000 Lives Improvement is one of the areas receiving Welsh Government investment to drive improvements in quality and value across health and social care. This will enable the implementation of the new Framework for Spread and Scale.

A number of priority areas have now been agreed as part of the Building a Healthier Wales approach.

The Primary Care Division is coordinating the allocation of the £3.8m health board pacesetter funding schemes from March 2020-2022 and have designed the funding template to align with value based healthcare principles, measuring quality and outcomes, and will be evaluating applications from health boards against the design principles.

### **3.5 Digital and Data**

**Action: Invest in the future skills we need within the health and social care workforce, and in the wider economy, to accelerate digital change and maximise wider benefits for society and the Welsh economy**

Public Health Wales are members of the Capacity & Capability and the Advanced Analytics subgroups of the 'Workstream 3' steering group (Improvement & Innovation).

**Action: Significantly increase investment in digital infrastructure, technologies and workforce capacity, supported by stronger national digital leadership and delivery arrangements**

Public Health Wales have published 'Population health in a digital age: The use of digital technology to support and monitor health in Wales' highlighting social differences in the use of digital technology to support health. The report will also be included in the forthcoming Digital Inclusion Guide for Health and Care in Wales.

A new content management system for NHS Wales' web sites has been developed and rolled out. By 1 April 2019, five of the 11 NHS bodies have begun migration to the new platform, with the remaining six sites due to migrate by March 2020.

**Action: Establish a national data resource which allows large scale information to be shared securely and appropriately**

Public Health Wales are members of the 'Workstream 3' steering group which has oversight of the development of the National Data Resource.

### **3.6 Sustainable Health and Social Care Funding**

**Action: Commission analysis of future health and social care spending and the relationship between them, including new models of care and new funding arrangements**

In March 2019, Public Health Wales launched the Building a Healthier Wales paper at the Health and Social Care Leadership Group event which contended that more of the £7 billion NHS Wales budget can be invested on prevention and early intervention and thereby unlock greater value from that spend. The focus of the paper has since broadened to include wider public services investment (e.g. local government).

**Action: Develop a method of tracking how resources are allocated across our whole system including through new seamless models, integrated pathways and pooled budgeting arrangements, highlighting the shift to prevention**

Through the Value Framework, a detailed mapping of resources to Public Health Wales' Strategic Priorities will be completed. This, along with monitoring of the progress towards achieving outcomes, will inform future decision-making processes for internal investment/disinvestment.

A planned activity under the Building a Healthier Wales approach is to map the proportion of Welsh public expenditure currently spent on prevention.

**Action: Undertake a review of capital and estates investment, to identify future need and the full range of assets that can be used to drive service change**

There is a small discretionary capital allocation available to Public Health Wales and is managed by the Capital Planning Group; the asset register is currently used to help identify replacement need.

### **3.7 The Health and Social Care Workforce**

**Action: Develop a new Workforce Strategy for Health and Social Care in Wales, which includes planning for new workforce models, strengthening prevention, well-being, generalist and Welsh language skills, developing strategic education and training partnerships, supporting career long development and diversification across the wider workforce**

Public Health Wales is currently developing a long term People Strategy that aligns with our Long Term Strategy. It is anticipated this will be finalised during 2019.

Primary Care Division has participated in HEIW commissioned workforce strategy/training/modelling meetings and has been advocating the inclusion of MECC, quality improvement and behavioural science methodology into core training and competency frameworks.

Public Health Services are currently subject to a wide range of recruitment challenges in filling specialist clinical and non-clinical posts. This ranges from consultant microbiologists in Microbiology to radiographers in Breast Test Wales. It should be noted that the stabilisation and transformation of the Microbiology and Health Protection Services into one, unified National Health Protection Service has a significant workforce planning element within it, with a renewed focus on the recruitment of specialists to posts over the next few years.

**Action: Make NHS Wales an exemplar employer on wellbeing at work and a healthy workforce, with the intent to share this approach across the health and social care sector and the wider economy**

Public Health Wales leads the Healthy Working Wales programme, which seeks to work with employers to bring about a healthier workplace environment, as well as directly improve the health and wellbeing of their employees. More broadly, the programme will also be promoting the importance of 'good work' as a key determinant of population health.

Research is being undertaken into the health and wellbeing of nurses, midwives and healthcare support workers across Wales in collaboration with the RCN/RCM with a report to be published autumn 2019. In July 2018, Public Health Wales passed the silver level assessment for the Corporate Health Standard.

**Action: Establish intensive learning academies focussed on the professional capability and system leadership which we will need in the future**

1000 Lives Improvement will support development of professional capability and system leadership through its new Improvement Academy and linked Q Lab.

Public Health Wales is a member of the newly convened Academic Public Health Task and Finish Group supporting the Chief Medical Officer in Wales to develop and implement a strategy for increasing academic public health capacity in Wales.

The Primary Care Division has commissioned the Confident Leaders Programme for three cohorts of cluster leads and three cohorts of Practice Managers across Wales to develop cluster level leadership skills and capability.

### **3.8 National and Regionally Integrated Planning**

**Action: Strengthen planning capacity and capability throughout the health and social care system, including in Regional Partnership Boards and Public Service Boards**

Public Health Wales continues to strengthen planning capacity and capability through development of local arrangements. This includes how we engage with stakeholders and partners across the system and how we influence the discussions and decisions within RPBs and PSBs.

The Primary Care Needs Assessment tool proof of concept provides a single portal for baseline information to inform needs assessment development at cluster / RPB level to inform service planning.

**Action: Support Regional Partnership Boards to develop their Area Plans setting out new models of seamless care, pooled budgets and joint commissioning arrangements**

The National Safeguarding Team input into Regional Safeguarding Boards across Wales that feed into the work of RPBs, offering intelligence that contributes to their overarching Area Plans. Through the Primary Care Needs Assessment tool proof of concept, clusters and RPBs have access to evidence informed best practice interventions/service options to inform service planning and investment prioritisation.

Three NHS Wales Awards finalist projects demonstrating seamless health and social care services were showcased at the Health and Social Care Leadership Group.

**Action: Simplify and streamline the existing NHS IMTP approach, and develop a National Integrated Medium Term Plan to strengthen strategic direction and prioritisation**

Public Health Wales works closely with Welsh Government to support the streamlining and simplification of the IMTP process. This includes inputting into the development and refreshing of the Planning Framework and working with Directors and Assistant Directors of Planning to share good practice.

Primary Care Division supported the development of planning guidance for health boards to support the development of cluster level IMTPs by September 2019 as per the Ministerial milestone.

### **3.9 Integrated Performance Management**

**Action: Introduce a range of 'levers for change', a combination of incentives and sanctions, to drive performance, reward achievement and address failure to deliver**

A refreshed Performance Management Framework developed which sets out expectations for performance management and reporting arrangements within Public Health Wales. It describes the Board's commitment to create an effective system of performance delivery and control, aligned to our strategic priorities, with clear lines of reporting and accountability. The Framework is designed to underpin the ongoing work to develop health outcome goals for the organisation, whilst supporting the cultural change to deliver our long term priorities.

**Action: Develop new population health and service user feedback mechanisms, and transparent reporting on outcomes, to support strong citizen engagement**

Public Health Wales has worked with the Welsh Government to support the revision of the Framework for Assuring Service User Feedback which was relaunched in October 2018. An internal Welsh Government review of the Framework is planned to take place over summer 2019, which Public Health Wales will be involved in.

The recent 'Once for Wales' Datix procurement process included a specification for a single NHS Wales service user feedback system. The tender specification was withdrawn and is currently being further developed by the NHS Wales Service User Experience and Engagement Network. Currently all front facing Public Health Wales programs capture service user experience utilising the core questions highlighted within the Framework for Assuring Service User Feedback and report into the Service User Experience and Learning Panel.

Public Health Services routinely engages with service users as part of a commitment to continuous improvement of the quality of services provided and delivered. Feedback is actively sought through service user feedback

mechanisms and is a formative part of programme evaluation and review. Outcomes of evaluations are considered at programme and divisional level and lessons learned captured as part of the programme/project management approach. Strong citizen engagement is actively supported, for example, the Screening Engagement Team operate Screening for Life on an annual basis to raise awareness of the free national screening programmes offered to eligible men, women and children.

**Action: Implement a single national outcomes framework for health and social care aligned to the Quadruple Aim**

Public Health Wales has been working closely with Welsh Government and is part of the group supporting development of the single national outcomes framework for health and social care. Public Health Wales also played a key role in developing the Public Health Outcomes Framework and the Public Health Wales Observatory currently develops reporting tools and evidence for action summaries to support the Public Health Outcomes Framework for Wales.

A draft Integrated Outcomes Framework, aligned to the Quadruple Aim, is currently under development and will be incorporated into performance management arrangements once published.

The Primary Care Division commissioned a national evaluation framework for the Model for Primary Care which will provide a reporting framework and suite of measure that could contribute to the single national outcomes framework.

**Action: Introduce joint inspection, to include partnership working, pooled budgets and joint commissioning**

Strengthened joint accountability arrangements with Local Public Health Teams have been developed following the Wales Audit Office review of collaborative working arrangements between Public Health Wales and Local Public Health Teams.

**3.10 National Executive Function**

**Action: Review specialist advisory functions, hosted national functions (e.g. NWSSP, NWIS, WHSSC, EASC) and other national delivery programmes, with the aim of consolidating national activity and clarifying governance and accountability**

Public Health Wales hosts the NHS Wales Health Collaborative and the Audit and Corporate Governance Committee and Board receive an annual assurance statement, in accordance with the terms of the hosting agreement, which is reviewed every three years.

#### 4. Recommendation

This paper sets out progress against the relevant actions of A Healthier Wales. Public Health Wales is engaged with, and has influence across, the health and care system through which it will continue to drive implementation and delivery of A Healthier Wales.

The Board is asked to:

- Receive **assurance** that Public Health Wales is making progress on actions outlined in A Healthier Wales.