

West Wales Regional Partnership Board

Annual Report 2018-19



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This Annual report has been produced in compliance within Part 9 of the Social Services and Wellbeing (Wales) Act 2014, as set out in Sections 33 to 35, Chapter 5 of the Statutory Guidance

Foreword

It is with great pleasure that I present the third annual report of the West Wales Regional Partnership Board.

2018-19 has been another year of considerable progress for the Board and the wider West Wales Care Partnership, in which there has been a wealth of activity delivering tangible outcomes in support of our strategic priorities which are all about providing high quality, seamless care and support for citizens across the region. This report provides plenty of examples of where we are making real change.

The full contribution of all partners is valued and vital for our ongoing success. Members of the RPB have a crucial role to play in ensuring that our focus remains on transforming the way we provide care and support in West Wales and that we take a range of perspectives on board when developing new approaches. I am delighted to have been able to welcome additional members on to the Board this year, including the Director of Public Health for Hywel Dda University Health Board, who will provide expert advice in relation to population health and wellbeing in support of our programme and also two additional carer representatives. We will continue to work with them and existing members of the Board to ensure everyone is equipped to influence its programme. Our report also highlights some of the wider changes we are making to regional governance to strengthen partnership working underneath the RPB.

June 2018 saw the publication of *A Healthier Wales* – Welsh Government’s national plan for health and social care and the announcement of a national Transformation Fund totalling £100m across Wales to support regional and local delivery of its objectives. Our corresponding *Healthier West Wales* programme, for which we have already received almost £12m from the Transformation Fund, contains a number of exciting initiatives including a flagship project through which we will use technology to engage proactively with citizens within their communities to keep them well and reduce the likelihood of them needing formal care and support. Aside from obvious benefits in terms of people’s wellbeing, we expect this and our other projects to significantly reduce pressure on the health and care system in the region and offer radical new ways of working which could potentially be taken up in other parts of Wales.

Building on these achievements over the coming year will undoubtedly present us with challenges but I am convinced that we now have a once-in-a-generation opportunity to transform the way in which people receive care and support in West Wales. As a Partnership we are certainly up for the challenge and I look forward to sharing outcomes from the next phase of our journey this time next year.

Councillor Jane Tremlett

Chair, West Wales Regional Partnership Board



1. The West Wales Regional Partnership Board

It is now almost three years since the establishment of the Regional Partnership Board (RPB) in West Wales. The RPB is one of seven across Wales, set up under Part 9 of the Social Services and Wellbeing (Wales) Act 2014 with responsibility for:

- Improving outcomes for people needing care and support and their carers
- Promoting the integration of key services such as those for older people, people with a learning disability, carers and children with complex needs
- Establishing partnership arrangements for specific services and pooled funding arrangements where appropriate
- Ensuring arrangements are in place to meet core statutory duties such as the provision of Information, Advice and Assistance and advocacy services

Matching the boundaries of Hywel Dda University Health Board the West Wales region includes the council areas of Carmarthenshire, Ceredigion and Pembrokeshire.

As required under the legislation, the RPB brings together senior leaders from the NHS, social care and the third sector with users, carers and the independent sector in a strategic forum that provides direction for collaborative working and holds partners to account in relation to the transformation and integration of care and support in West Wales.

To ensure the Board is as representative as possible, we have exceeded minimum membership requirements, for example by having three carers and two service users and Cabinet Members from the three local authorities.

Members of the West Wales RPB

Margaret Allen	Carer representative
Jonathan Griffiths	Director of Social Services and Housing, Pembrokeshire County Council
Steven Griffiths	Carer representative
Judith Hardisty (Vice Chair)	Interim Chair, Hywel Dda University Health Board
Councillor Tessa Hodgson	Cabinet Member for Social Services, Pembrokeshire County Council
Carys James	Statutory Director of Social Services/ Corporate Lead Officer Adult Services, Ceredigion County Council
Sarah Jennings	Director of Partnerships and Corporate Services, Hywel Dda University Health Board
Ros Jervis	Director of Public Health, Hywel Dda University Health Board
Hazel Lloyd Lubran	Chief Officer, Ceredigion Association of Voluntary Organisations
Melanie Minty	Policy Officer, Care Forum Wales

Jake Morgan	Director of Communities, Carmarthenshire County Council
Jill Paterson	Director of Primary Care, Community and Long Term Care, Hywel Dda University Health Board
Joanne Silverthorne	Carer representative
Alan Thomas	Service user representative
Cathryn Thomas	Assistant Director, Social Care Wales
Councillor Jane Tremlett (Chair)	Executive Board Member for Social Care and Health, Carmarthenshire County Council
James Tyler	Service user representative
Councillor Alun Williams	Cabinet Member for Adult Services, Ceredigion County Council

The RPB generally meets on a bi-monthly basis. During 2018-19 meetings took place on:

- 17 April 2018
- 7 June 2018
- 21 August 2018 (Extraordinary meeting to consider consultation feedback on Hywel Dda University Health Board's Transforming Clinical Services programme)
- 20 September 2018
- 18 November 2018
- 25 March 2019

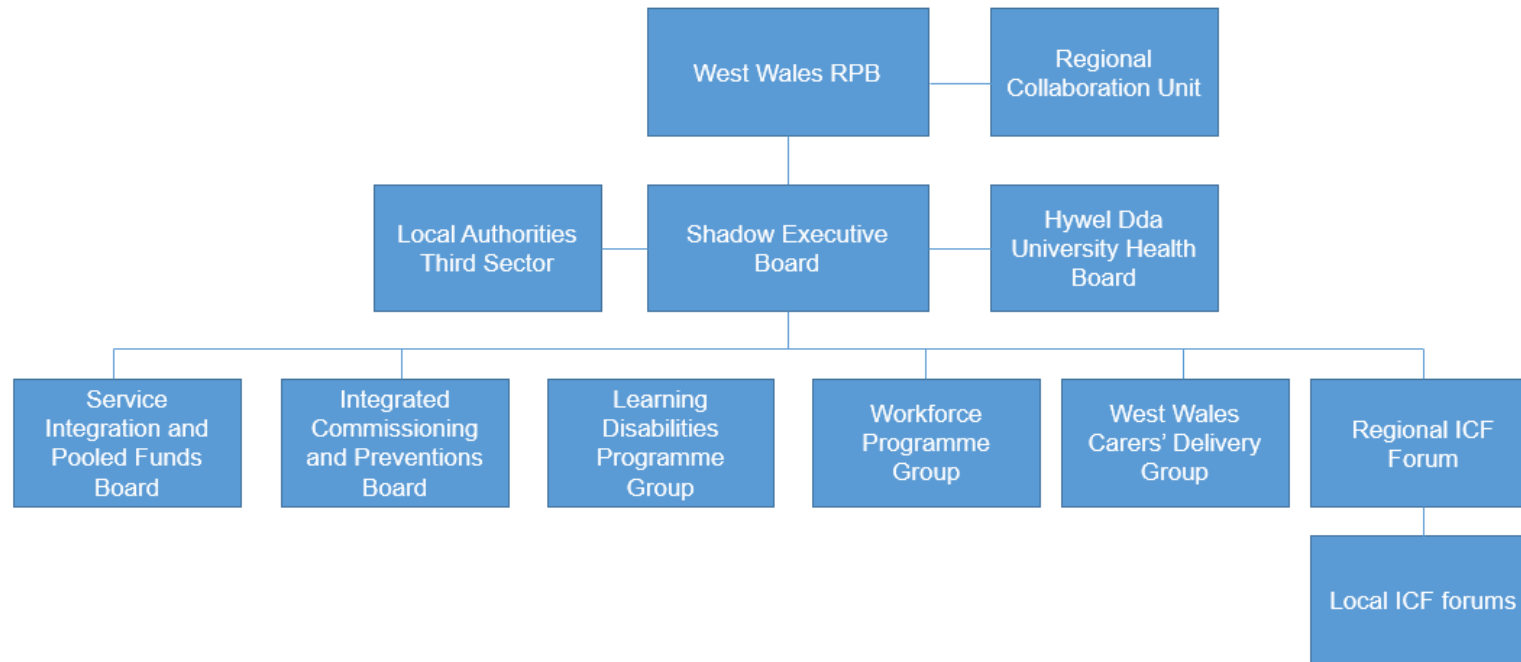


Our meeting on 20 September 2018 was attended by the Minister for Children, Older People and Social Care and provided an opportunity for us to share with him our key achievements to date and future plans for the ongoing transformation of care and support in the region.

Agendas and minutes of RPB meetings are available to the public via the following link: <https://www.wwcp.org.uk/west-wales-regional-partnership-board-agendas-and-minutes/>

A Shadow Executive Board (SEB), sitting alongside the RPB and comprising officer members of the RPB from each of the statutory partner agencies, has continued to meet on a regular basis over the past year. The SEB provides a strategic forum for joint decision-making within the delegated authority of its members. Programme boards sitting underneath the RPB oversee delivery of specific workstreams in support of its strategic priorities (see below). Together these arrangements form the West Wales Care Partnership (WWCP).

Regional governance arrangements



The Regional Collaboration Unit (RCU) has continued to provide strategic advice and support to the RPB, programme management support for the regional programme and coordination of the Integrated Care Fund (ICF). Funding for the RCU comes from a local authority funding pool (derived from the former Delivering Transformation Grant) and a small top-slice of the ICF.

2. Developing the RPB and wider governance arrangements

Welsh Government's national plan for health and social care [A Healthier Wales](#) (June 2018) identifies a core and strengthened role for RPBs in delivering its ambitions for whole system health and social care. RPBs will form a key part of a national governance framework for delivery, alongside a National Transformation Board, and be responsible for upscaling local innovation across their regions and offering successful models for wider adoption across Wales.

In addition, *A Healthier Wales* states that RPBs will:

- Facilitate the building of strong relationships with the range of organisations which contribute to achievement of the national vision for health and care
- Use their Area Plans as a robust platform for pooled budgets and joint commissioning arrangements in which housing will have a more prominent role
- Drive the development at local level of new models of health and care, including primary and secondary care, working collaboratively with clusters and focusing on requirements in relation to the Welsh language
- Be subject to joint examination of their effectiveness by the Healthcare Inspectorate Wales and Care Inspectorate Wales

During the past year we have been strengthening existing governance structures underneath the RPB to ensure that the Board's enhanced role is properly supported by senior leaders across partner agencies.

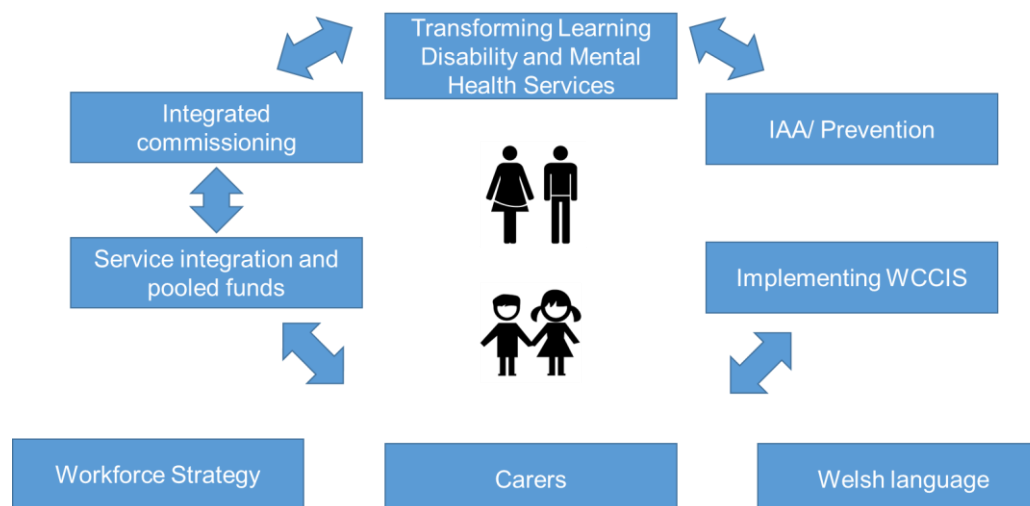
In March 2019 the RPB agreed to the formation of a new Integrated Executive Group (IEG), which will supersede the Shadow Executive Board and comprise the three Directors of Social Services, five Executive Directors from HDdUHB and the third sector representative from the RPB. The IEG will work with the RPB on identifying priorities for the integration and transformation of care and support, monitor delivery of agreed outcomes and report regularly to the RPB on an exception basis. It will also provide a forum for tackling shared challenges such as Delayed Transfers of Care on a whole-system basis.

Overall strategic direction will be provided by a new Regional Leadership Group (RLG), comprising Chief Executives of the four statutory agencies, the Chair of Hywel Dda University Health Board and cabinet members from the three local authorities. Refreshed programme groups sitting underneath the IEG will provide operational oversight of specific regional workstreams.

3. RPB strategic priorities

The past 12 months have seen a sustained focus on the strategic priorities set out within our 2018-23 Area Plan [Delivering Change Together](#). These priorities are:

These interlinked priorities are shaped around the wellbeing of citizens.



We have made considerable progress in respect of our priorities over the course of the year, contributing to the longer-term delivery of objectives within the Area Plan and thereby improving outcomes for citizens of West Wales.

Key achievements in 2018-19 are set out below under our priority areas:

Integrated commissioning

We have:

- Completed a detailed analysis of accommodation needs for older people and people with learning disabilities over the next 20 years across the region, which highlights opportunities for new accommodation-based models and quantifies the need for remodelling existing provision. This analysis will be key in informing future joint commissioning and housing strategies

- Co-produced a regional specification for advocacy services in West Wales, involving commissioners, providers and users in the design. The service will be piloted initially in Ceredigion before being rolled out across the region from October 2020. As well as enhancing support for individuals, this collaborative approach to service development provides a potential blueprint for similar work in other service areas in the future
- Worked in partnership with the Institute of Public Care at Oxford Brookes University to develop a ground-breaking postgraduate qualification for commissioners across the region which will be rolled out in 2019-20; this seeks to build skills across the workforce, with an emphasis on joint strategic commissioning and elevating the status of commissioning as a core profession which is key to the wider transformation of services
- Embedded joint commissioning arrangements across Carmarthenshire and Pembrokeshire County Councils, with a view to the potential further integration of commissioning functions on a regional basis in the future

Service integration and pooled funds

We have:

- Implemented a virtual regional pooled fund for older adult care home placements
- Developed a regional care homes dataset and associated reporting mechanism, which will be invaluable in informing future strategic commissioning. It will also enable partners to monitor trends collectively, identify different practice and improve consistency across the region
- Established common contract terms and conditions for older adult care home placements
- Aligned various supporting policies and quality assurance frameworks as a precursor to implementing a single regional contract from April 2020
- Aligned operational practice in terms of assessment, monitoring and quality assurance across partner agencies to support a consistent, seamless approach, timely transfers of care and equitable funding decisions
- Initiated work to agree a common methodology for determining fee levels for care home placements - for implementation in line with the single regional contract
- Developed the findaplace.wales / canfodlle.cymru website – a first in Wales –providing up to date information for professionals and the public on care home vacancies. This will go live in the coming months and, as well as offering an informed choice for people seeking social/ nursing care (including self-funders), will also support more effective and timely discharge and transfers of care.
- Undertaken a comprehensive review of Integrated Community Equipment Stores across the region and identified opportunities for greater collaboration and standardisation of the service. These will be taken forward over the coming year
- Launched the WWCP Data Portal. Developed in partnership with Data Unit Wales, contains an on-line version of our Area Plan and key information from our first Population Assessment, undertaken in 2016-17. A range of performance, service and

demographic data also features within the Portal, providing a useful tool for partners in planning services and monitoring the impact of the changes we are making

IAA/ Prevention

We have:

- Completed an external review of arrangements for community prevention and IAA in each county area, providing the basis for a consistent preventions framework across the region moving forward as a means of building resourceful and resilient communities
- Appointed a strategic partner to work with the 3 County Voluntary Councils (CVCs) on the establishment of a regional third sector 'hub'. Its core focus will be on strengthening the sector and facilitating an enhanced role in care and support by optimising funding opportunities and developing a strategic, shared approach to the development of social enterprise and user-led services in West Wales. The hub will be in place by mid-2019
- Continued to support the consolidation of [Dewis](#) and [Infoengine](#) across the region as key entry points to IAA providing up to date information on care and support available across the statutory, third and independent sectors

Transformation of Mental Health and Learning Disability Services

We have:

- Reformed the structure and operation of the regional Learning Disabilities Programme Group which is now co-chaired by a service user
- Focused on the co-produced redesign of care and support in West Wales
- Developed a regional Charter which will inform the shape of learning disability and wider services in the future (see more information in section 4)
- Overseen delivery of ICF programmes relating to learning disabilities
- Progressed the implementation of a consensus model of care for mental health with staff, stakeholders, service users and carers based on the following principles:
 - To have a 24 hour/ 7 day a week service
 - To have no waiting lists
 - To move away from hospital admission and treatment to hospitality and time out
 - To provide meaningful day time opportunities for our service users

Carers

We have:

- Embedded the regional multi-agency West Wales Carers' Development Group (WWCDG) and included carer representatives within its membership
- Joined the Employers for Carers scheme as a proactive step for RPB partners in helping employers to recognise and support staff who balance professional responsibilities with a caring role
- Undertaken a review of respite services across the region in partnership with Swansea University, including those supported through Welsh Government's respite grant. The review identified successful practice in different parts of West Wales and provides the basis for a regional specification for respite services in the future
- Supported the roll-out of the national Carer Aware e-learning programme developed by Social Care Wales in partnership with NHS Wales and produced written materials to reinforce key messages
- Reviewed and refreshed the Investors in Carers (IiC) scheme, recognised nationally as a best practice model, and making the scheme available for a wide range of statutory and third sector partners
- Completed phase 3 of the ICF-funded Carers Resilience and Wellbeing pilot in Ceredigion
- Developed a carers' needs assessment quality assurance framework and audit tool to support improved practice
- Strengthened links with [Dewis](#) and [Infoengine](#) to ensure that information on support for carers in West Wales is up to date and accessible



Further information on the work of the WWCDG is contained in its Annual Report, available from:
<https://www.wwcp.org.uk/documents-2>

Workforce

We have:

- Further strengthened our regional governance in relation to workforce
- Delivered regional Social Care Wales Workforce Development and Facilitation Grant programmes through a regional partnership agreement. Funded by Social Care Wales, these programmes have included:
 - Development of a regional professional development programme for commissioners (see above)
 - Piloting of the All Wales Induction Framework for Health and Social Care (AWIF), adopting an action learning approach which has enabled challenges and potential solutions to be fed back to Social Care Wales prior to national roll-out
 - Engagement with domiciliary care providers and commissioners in relation to Social Care Wales' national attraction and recruitment campaign, working on key issues such as registration and induction
- Completed a second phase of our 'nutrition and hydration' in the community programme, supporting the national Care at Home Strategy and focused on competency-based training for practitioners involving classroom learning and observation within a community setting. Further information on this initiative is available here: <https://vimeo.com/328608270>
- Undertaken further scoping work on a regional workforce strategy for health and social care, which we aim to take forward in support of the national strategy when this is available. Potential areas of focus include a joint apprenticeship programme across health and social care and further development of an integrated health and social care worker model, drawing on an ICF-funded pilot initiative within a Carmarthenshire care home

Welsh Community Care Information System (WCCIS)

We have:

- Continued to consolidate and refine the operation of WCCIS in Ceredigion County Council, sharing 'live' experience, feeding into national working groups and supporting Wales-wide developments such as the National Data Resource (NDR) and exploratory work regarding possible extension into community mental health
- Piloted use of the system by joint teams (health and social care) in specific areas of Ceredigion

Welsh language

In our Area Plan we committed to establishing a regional Welsh Language Forum to share learning, experience and effective practice. Whilst we have yet to establish this forum, partner agencies have continued to ensure that their respective Welsh language standards and the requirements of legislation are met when providing care and support. Putting the forum in place will be a priority in 2019-20.

4. Integrated Care Fund

The Welsh Government's ICF supports the development of integrated models of care and support across social services, health, housing and the third and independent sectors. The focus of the ICF, which was introduced in 2014, is to enable older people to maintain their independence for longer and to support improved outcomes for people with learning disabilities, people with autism, carers and children with complex needs.

In 2018-19 West Wales received £7.5 million in revenue funding and £3.9 million in Capital through the ICF. Our regional **Revenue Investment Plan** for 2018-19 comprised a wide range of innovative programmes spanning the above population groups, in the main delivered locally but reflecting broad service models and principles agreed at regional level. An example of this is multi-disciplinary front-of-hospital services, in place in each of our general hospitals and delivered through the Transfer of Care Advice and Liaison Service (TOCALs) in Carmarthenshire, the Multi-Assessment Support Team (MAST) in Pembrokeshire and Accessing Alternatives to Admission (AA2A) service in Ceredigion. These local arrangements are having an impact within their areas on the numbers of admissions and discharge times and we are working to ensure that the most successful features of each are replicated as far as possible across the region.

Other revenue programmes within our general plan for 2018-19 included:

- Development of a **Regional Charter for people with learning disabilities** in West Wales: Written by people with learning disabilities and supported by a range of partners including Carmarthenshire, Ceredigion and Pembrokeshire County Councils, Carmarthenshire and Pembrokeshire People First, Hywel Dda University Health Board and Pembrokeshire College, the Charter sets out what people want in relation to their rights, community, relationships, social life, support, health, independence and communication. More information is available at <https://vimeo.com/337960189>
- The **Positive Behavioural Intervention Service** in Carmarthenshire is transforming the way people with learning disabilities are supported to develop the skills to live independently, improve their health and well-being and do more of the things that matter to them, by building effective relationships with families, individuals and teams through workshops and 1-1 support



- **Pembrokeshire Supported Employment Programme** – This programme has a number of strands to develop the employability skills of young people with additional needs and provide job opportunities. A café in Milford Haven Leisure Centre has been set up as a social enterprise, to offer supported employment in the catering and hospitality sector and job opportunities have also been created by the development of the [Access Pembrokeshire website](#), which provides peer-led information on a range of topics in easy-read and accessible formats
- **Porth Y Gymuned Ceredigion** – This service provides the interface between social care professionals and the third sector, to raise awareness of the range of services and support provided by the sector, increase referrals to appropriate community support and reduce referrals into statutory services
- Further development of a regional **Behavioural Intervention Service** providing enhanced support to children and young people with learning disabilities who also exhibit challenging behaviour and their families, carers and teachers
- Appointment of a **regional Occupational Therapist** working in the 3 Integrated Community Equipment Stores to support review processes and achieve greater consistency in how equipment is prescribed. This will help ensure that the benefits of equipment in helping people stay at home or leave hospital early are maximised
- **Capacity within the RCU** to support ongoing delivery of the RPB's strategic priorities, including integrated commissioning and prevention

Alongside our general programmes, additional ring-fenced ICF funding has enabled us to:

- Establish the infrastructure for the new **West Wales Integrated Autism Service** through recruitment of a multi-disciplinary team and completion of an initial training programme for all staff. Based on a national delivery model and aimed at improving diagnosis and providing coordinated support for children and adults with autism and their carers, The West Wales service went live on 1 March 2019 and will be delivered from a central hub in Carmarthen supported by satellites in Ceredigion and Pembrokeshire
- Commence delivery of a comprehensive regional programme aimed at **improving services for people with dementia** in West Wales. The programme is based on a three stage care pathway (enhancing prevention; improving diagnosis, early management and community support; and improving experience for those with complex needs and at the end of life) and also incorporates enabling activity such as training and skills development and engagement with users and carers. This programme will make a key contribution to delivery of the Dementia Action Plan for Wales in the region and will be advanced further in 2019-20

- Consolidate **implementation of the Welsh Community Care Information System (WCCIS)** in Ceredigion and pilot use of the system in integrated health and social services teams (see under section 3 above)

Alongside the revenue allocation, we also received just under £4m in ICF Capital funding. This comprised:

- **£2.9 million capital funding for large, regional schemes** that respond to needs identified in the Area Plan. This allocation is part of a rolling stream of funding which will continue over the next 2 years and total £12.2m over that period. Alongside a one year allocation to enhance Community Equipment across the region in 2018-19, we have identified four longer-term priorities for this funding and begun to scope supporting programmes. The priorities are as follows:

- **Accommodation solutions for people with a dual diagnosis of learning disabilities and mental health** based on a supported living model
- Development of new **reablement 'centres of excellence'** providing state of the art step-up and step-down support as a means of preventing hospital admissions and helping people regain independence following discharge. In Ceredigion and Carmarthenshire these centres will form part of wider developments in Cylch Caron and the Llanelli Wellness Village respectively
- Provision of new **accommodation for children with complex needs** which will enable repatriation of children from other parts of Wales and the UK and support the provision of holistic, person-centred support moving forward
- Acquisition of accommodation for **'parent and baby' support units** helping young families with complex needs within the community, based on a successful model in place in Llanelli

In each instance, the Capital schemes will be based on an agreed regional model of care and support. Whilst provision will largely be within each county, opportunities will be taken to establish regional centres where feasible, achieving economies of scale in relation to lower volume, specialised services.

- **A further £0.9m to support smaller, local Capital schemes** including:
 - The **Accessible Bicycle Scheme** in Carmarthenshire providing specially adapted bicycles and shower and changing facilities for people with disabilities to enjoy and benefit from leisure facilities at Pembrey Country Park in Carmarthenshire.
 - An **upgrade to accommodation at Hillside Care Home** in Pembrokeshire to increase the number of community beds available as an alternative to admission to hospital or support safe discharge from hospital

- **Establishing a library of generic IT equipment** in Ceredigion, which is loaned to people on a fixed term basis to enable them to experience for themselves the benefits the equipment could offer

The ICF continues to be a key enabler for the development and implementation of a range of innovative and integrated service models, improving outcomes for people needing care and support and their carers and significantly reducing pressures on the health and care system in the region. As partners work together on new solutions, it has also helps the development and maturing of relationships, with the third sector playing an active role in the development and delivery of new approaches.

Work has continued on the development of shared outcomes for the ICF programme, focusing on areas such as keeping people at home for longer, achieving timely and safe discharge for people who have been admitted to hospital and avoiding the need for people to be readmitted in the future. In the coming year our draft regional outcomes framework will be developed further and expanded to help us monitor the impact of wider activity including our *Healthier West Wales* programme (see section 6 below).



5. Integrated Family Support Services (IFSS)

Integrated Family Support Services (IFSS) were established across Wales under the Children and Families (Wales) Measure 2010. They provide holistic support to families that have complex needs arising from issues relating to parental substance misuse, mental health problems or mental illness, learning disabilities or domestic violence, helping them stay together by encouraging them to take positive steps to improve their lives. This is achieved through a seamless approach across child and adult services and with LHBs, ensuring shared responsibility and greater accountability in the provision of support for families. RPBs have a duty to promote the integration of family support using the IFSS model and for ensuring that statutory requirements in relation to IFSS are met across their area.

Integrated Family Support Teams (IFSTs), which bring together health and social care professionals, have been in place in each of the 3 local authority areas in West Wales since 2012. Local teams are built around a shared structure that reflects requirements stipulated under the Measure, with some local variations that reflect local population, levels of need and wider service arrangements. On 31 March 2019, the following IFSS whole time equivalent staff numbers were available per local authority area: Carmarthenshire – 4; Ceredigion – 2 and Pembrokeshire – 3.

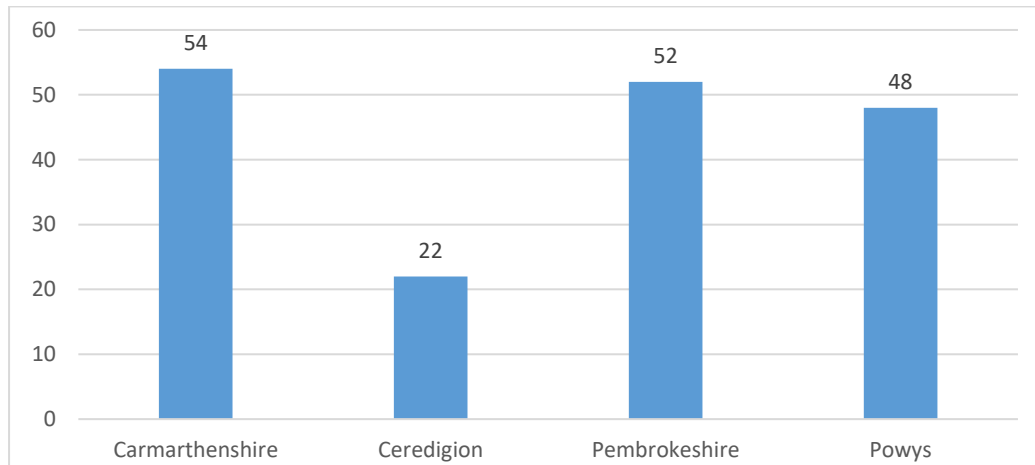
A regional IFSS partnership is in place, which includes the Powys area, with Ceredigion County Council as the lead partner. In this role the Council facilitates a regional IFSS managers' group which provides an action learning environment for those involved in the delivery of IFSS and coordinates quarterly reporting on progress to the regional partnership and Welsh Government.

. 5 core outcomes have been identified for the service, which are as follows:

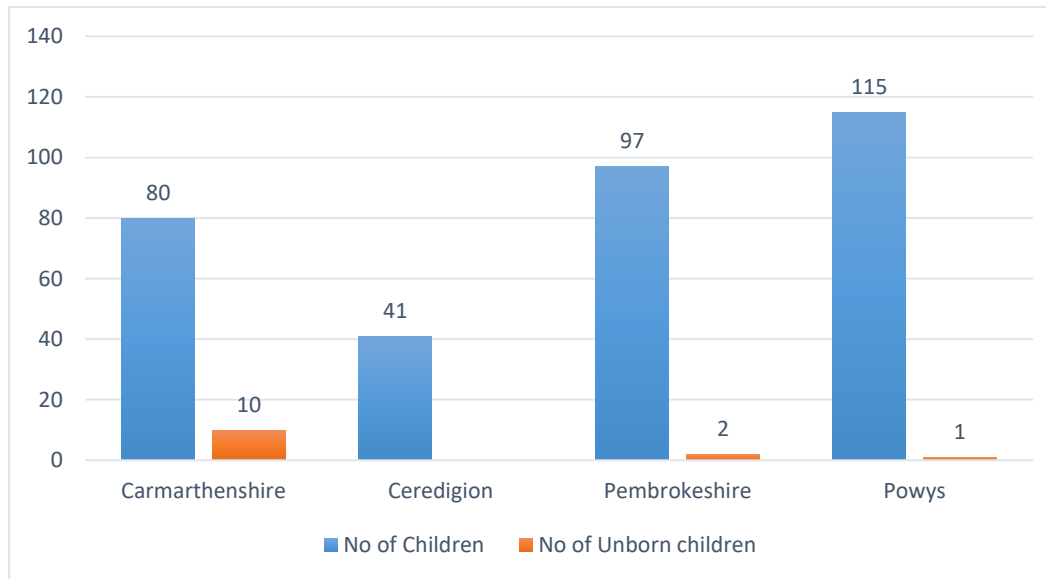
- **Outcome 1** – Provide advice and consultation to referring social workers representing vulnerable families
- **Outcome 2** – Provide appropriate assessment, support and intervention to families
- **Outcome 3** – Contribute to families being able to stay together
- **Outcome 4** – Develop the skills and knowledge of the workforce
- **Outcome 5** – Demonstrate sustainable change within families

Performance against these outcomes for the year ending 31 March 2019 is set out below:

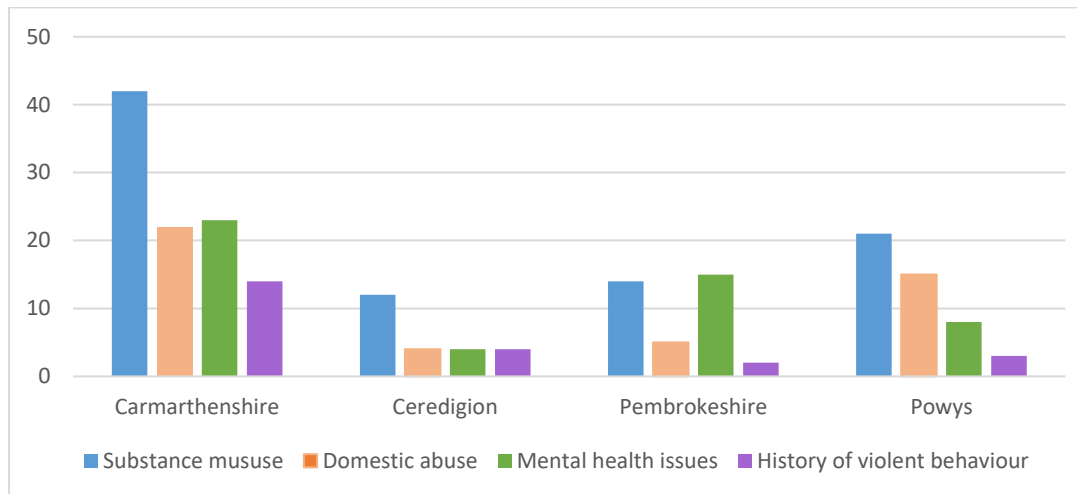
New families referred per LA area 2018-19



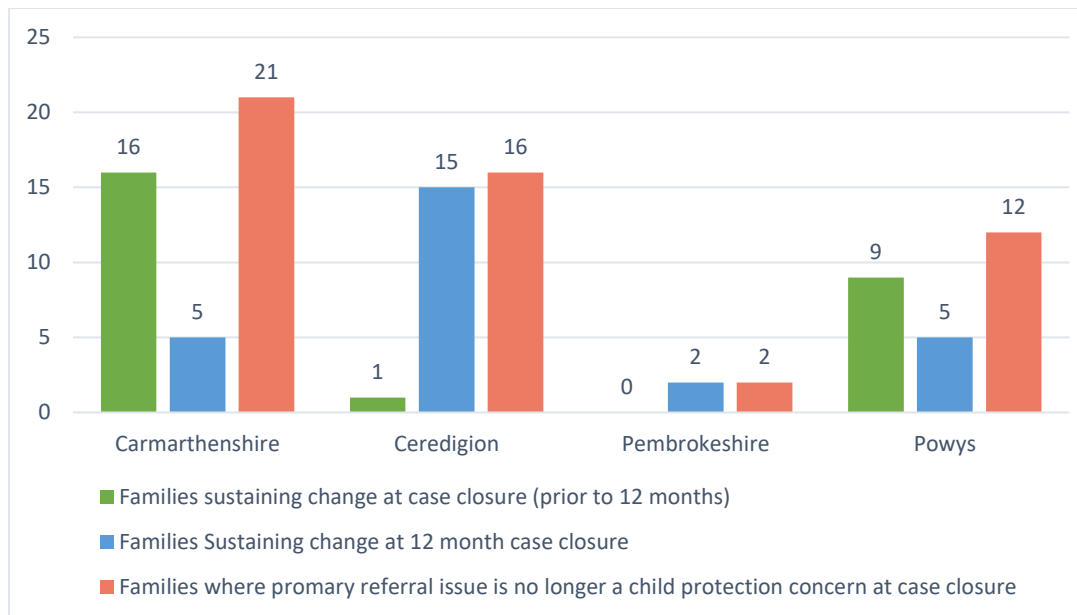
Number of children & unborn children in new families referred per LA area 2018/19



Primary reason for referral per local authority area 2018-19



Outcomes at case closure



During 2018-19 IFSS has made a significant contribution to family support services across the region. Specific achievements include:

- Retention or return of the vast majority of children within/to the family home at the end of the IFSS intervention
- Enhanced and supported establishment of Edge of Care services
- Intensive programmes of support which have effectively addressed issues of concern and ensured a reduction in the risk of harm to children
- Positive feedback from supported families and social workers about the IFST intervention
- A consistent level of referrals
- Provision of comprehensive staff training increasing knowledge and skills in the workforce

Further information on the IFSS in West Wales is available from the West Wales Care Partnership.

6. A Healthier West Wales

During the autumn of 2018 we began working on the development of a new, ambitious transformation programme for the region. Entitled *A Healthier West Wales*, the programme is shaped around 4 Action Priorities aimed at fundamentally remodelling care and support pathways, integrating care at a local level and improving population health and wellbeing in the region:

Action Priority 1: Improving lives through technology

Action Priority 2: Strengthening our integrated localities

Action Priority 3: Supporting change together

Action Priority 4: Connecting people ... kind communities

Closely aligned with the Quadruple Aim and 10 Design Principles set out within the national plan *A Healthier Wales*, the programme contains eight interlinked projects which formed the basis of a bid for £18 million from the national Transformation Fund.

Quadruple Aim

- Improved population health and wellbeing
- Better quality and more accessible health and social care services
- Higher value health and social care
- A motivated and sustainable health and social care workforce

Design Principles

- **Prevention and early intervention** – acting to enable and encourage good health and wellbeing throughout life; anticipating and predicting poor health and wellbeing
- **Safety** – not only healthcare that does no harm, but enabling people to live safely within families and communities, safeguarding people from becoming at risk of abuse, neglect or other forms of harm
- **Independence** – supporting people to manage their own health and wellbeing, be resilient and independent for longer, in their own homes and localities, including speeding up recovery after treatment and care, and supporting self-management of long-term conditions
- **Voice** – empowering people with the information and support they need to understand and to manage their health and wellbeing, to make decisions about care and treatment based on ‘what matters’ to them, and to contribute to improving our whole system approach to health and care; simple and timely communication and coordinated engagement appropriate to age and level of understanding
- **Personalised** – health and care services which are tailored to individual needs and preferences including in the language of their choice; precision medicine; involving people in decisions about their care and treatment; supporting people to manage their own care and outcomes
- **Seamless** – services and information which are less complex and better coordinated for the individual; close professional integration; joint working, and information sharing between services and providers to avoid transitions between services which create uncertainty for the individual
- **Higher value** – achieving better outcomes and a better experience for people at a reduced cost; care and treatment which is designed to achieve ‘what matters’ and which is delivered by the right person at the right time; less variation and no harm
- **Evidence driven** – using research, knowledge and information to understand what works; learning from and working with others; using innovation and improvement to develop and evaluate better tools and ways of working
- **Scalable** – ensuring that good practice scales up from local to regional and national level, and out to other teams and organisations
- **Transformative** – ensuring new ways of working are affordable and sustainable, that they change and replace existing approaches, rather than add a permanent extra layer to what we do now

In March 2019 we received confirmation of an initial award of just under £12m to support delivery of the 3 of the workstreams within our overall programme:



Programme 1: Proactive, technology-enabled care – supporting individuals within our communities through enhanced technology to stay well at home and connecting them quickly with wrap-around, responsive support within their community where their needs increase



Programme 3: Fast-tracked, consistent integration – providing multi-agency crisis-response services for each locality to support people in medical crisis and link them with local support, avoiding entry into the acute health system



Programme 7: Creating Connections for all – developing services within our communities and enhancing the community connector role to support development of new support and making sure people can access what is available; promoting and supporting volunteering; championing interdependent communities through the ‘West Wales is Kind’ programme and consolidating Dewis and Infoengine as information portals for people to access care and support

Preparations for delivery of the approved programmes is underway. Close alignment with Hywel Dda University Health Board’s 20 year health and care strategy [A Healthier Mid and West Wales - Our Future Generations Living Well](#) which was adopted in November 2018. We are also working on revised bids for the remaining programmes that were not approved initially and will be submitting these to Welsh Government in the spring.

Delivery of *A Healthier West Wales* will be key in embedding the preventative pathway of care and support set out in our Area Plan and will help us take our achievements to date to the next level. It provides an opportunity to refresh existing priorities where necessary to ensure that we focus on those areas that will drive the greatest change and have the biggest impact over the coming period.

7. Co-production

Our Area Plan contains a commitment to working with a range of stakeholders including citizens, service users, carers and providers in transforming care and support in our region. This commitment still stands and significant steps taken over the past year include:

- Exploring opportunities for **more effective working with the 3 Public Services Boards (PSBs)** by aligning programmes and identifying areas for collaboration, particularly around population health and prevention
- Working with PSB partners and the Consultation Institute to develop an **innovative model for continuous citizen engagement** which will enable meaningful conversations about care and support and wider wellbeing. Arrangements will include physical engagement events at local and regional level, the use of social media and development of a digital platform to store and analyse outputs from different conversations. We are seeking support from the Transformation Fund to take this work forward
- Laying the foundations for our regional **Innovations Forum** which will provide a mechanism for regular engagement with care providers in the statutory, third and independent sectors around shared issues, challenges and opportunities relating to the transformation of care and support. A guiding principle for the forum will be social value and it will deliver the functions of a social value forum as required under Part 2 of the Act. The forum will be in place by autumn 2019
- Continuing to build **meaningful, strategic relationships with the third sector** across the Partnership; a recent report by the WCVA into the experience and expectation of non-public sector members of RPBs commended West Wales on our engagement with the sector in the development of transformation projects and our proposals for a regional third sector ‘hub’ (see above)
- Engaging a wide range of partners through our **annual regional conference ‘Delivering Change Together’**, held in Llanelli on 24 May 2018 and attended by the Minister for Children, Older People and Social Care. The event included presentations on aspects of the Partnership’s programme and interactive workshops on engagement, communication with service users, building a health and care workforce for the future and Hywel Dda University Health Board’s Transforming Clinical Services programme

We have also continued to support user and carer representatives on the RPB to make a full contribution to its work. In early 2019 we commissioned an external review into the extent to which users and carers are able to influence regional policy, commissioning and service improvement with a focus on the operation of the RPB. The report stated that in several respects the RPB was already

ahead of its peers in this area, and noted the considerable level of support provided to users and carer representatives. It identified a number of areas for improvement and these will be taken forward over the coming year.

8. Celebrating success and sharing effective practice

As a Partnership we are keen to promote examples of effective practice and support the dissemination of learning across Wales and beyond. A bank of effective practice examples is being developed on the Partnership's website at www.wwcp.org.uk.

A number of schemes in West Wales have been visited by the Minister for Children, Older People and Social Care over the past year, including the Acute Response Team (ART) in Carmarthenshire and Milford Haven Leisure Café and time banking projects in Pembrokeshire. In June 2018 the Integrated Community Equipment Service in Ceredigion was featured in a BBC Wales programme marking the launch of *A Healthier Wales*.

In September 2018 Pembrokeshire County Council's **Releasing Time to Care** programme won an award under the [national Social Care Accolades](#) scheme within the category of 'use of data and research to support prevention, early intervention and effectiveness. Led by the Council's occupational therapy team and involving a range of partners, the programme involved building carer confidence and using alternative techniques and equipment to reduce the need for double-handed domiciliary care visits. Alongside a reduction in staffing pressures, this has had a demonstrably positive impact on the independence and wellbeing of people receiving care and their carers. Pembrokeshire Association of Voluntary Services (PAVS) and other partners were also awarded highly-commended status for the work of the Pembrokeshire Preventions Board which has led to the development of a preventions vision, strategic framework and delivery plan for the County and the Junior Safe Guardians project, through which young people help other young people understand safeguarding issues and keep themselves out of harm.



For further information:

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West Wales Care Partnership

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