

COMMUNITY SERVICES TRANSFORMATION PROGRAMME



April 2021



The Community Services Transformation programme is a joint-partnership project between Betsi Cadwaladr University Health Board, Denbighshire County Council, Conwy County Borough Council and third sector partners.

"I'd like to thank everyone for all the hard work and progress made over the last year during exceptionally challenging times and added pressures, it is good to see that so much has been able to happen given the changes in working practices because of Covid. It is also an exciting time as we go into the final year of the Transformation Programme and I look forward to working with everyone"
 - Bethan Jones - Central Area Director (BCUHB)

The purpose of the Community Transformation Programme is to deliver on the vision of Welsh Government for sustainable and integrated Community Health & Social Care. Its vision is for an integrated model of placed-based health and social care to provide seamless services to the people of Conwy & Denbighshire.

PROGRAMME THEMES

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Work in progress – up to March 2021

Locality Leadership Teams

- Partnership Summit held July 2019: 'Building a future with communities – it starts with you!' to stress the importance of CRTs and the input, importance and engagement required from direct staff working across the Health & Social Care sector. More than 300 professionals in Health, Social Care and 3rd sector organisations attended.
- LLT Established in DCC for both Clusters
- Pacesetter Board established in Conwy West
- Conwy West Pacesetter option appraisal ongoing.
- Locality Needs Assessment final version imminent, the development of this across North Wales has two interdependent strands: Quantitative data and Qualitative information

Community Resource Teams

- 8 of 9 CRTS co-located and working towards integration, work in progress to relocate Prestatyn CRT
- Scheduling system for DN's being piloted in 3 x Community Resource teams, with a 4th team pending.
- A post 1st Covid wave SWOT analysis was completed in September 2020 for CRTs, Voluntary Service Councils and lessons learnt completed for BCUHB Central Area Team and CCBC Social Care Renewal Plan.

Seamless Integrated Pathways For People

- SIPPS is a whole system framework and design process with a specific focus on people, their outcomes and what matters to them. A population health outcome, management and segmentation approach is a key plank of the SIPP framework and design process. Over the next 6 months planning work will start on how to implement this framework linked with Results Based Accountability within Health and Social care services (CRT's, discharge to reassess and recover and Mental Health pathways)
- RBA and SIPPS Training for team completed.
- Right Sizing workflow in progress

Sustainability

Grant Thornton UK LLP are working on a Whole-System Analysis of Health and Social Care across Conwy and Denbighshire, this will include: Understanding the whole-system and mapping out the anatomy, diagnosing its effectiveness creating a high-level framework for capturing and managing data, collecting, mapping and interpreting public and local datasets and their relationships. Linking data with personal stakeholders experiences and insights. Diagnosing and illustrating the performance across the systems: flow of individuals workforce culture, costs. Evaluating existing health and social care provision and the extent it is meeting current and future demand. A plan for change for community health and social care partners: strategic, evidence-based, realistic, affordable. Workshops have been held for Children, working adults and older people pathways, these were well attended. The plan for change report work will be continuing through to April/May alongside the dashboard development.

Consultation and Engagement

- Consultation with Patients, Cared for, Carers and Communities, 1st round to be completed by March 31st
- Person centred approach about what matters to the individual.
- Professional Leads have analysed the finding from consultations/questionnaires and surveys done with different Health and Social Care Service Users since Feb 2020.
- By July 2021, working with Grant Thornton UK LLP we will have held 12 co-production virtual workshops and 4 citizens assemblies across Conwy and Denbighshire with Patients, Cared for, Carers and Communities.

Any suggestions?

This is our first bulletin so we would welcome any feedback or ideas of anything you would like us to focus on in future issues.

Contact us here

MEET THE TEAM

MARIE JONES

"I'm the Programme Manager; I am accountable for the completion of the agreed programme of work within the timescales and budget as agreed with the Programme Executives and Partners. My substantive role is Service Manager for Business & Transformation in Social Care & Education Service in Conwy CBC. I have worked in local government since 2001 in change and business management roles. Prior to this I worked in a variety of acute and community-based business roles"

Marie.Jones@conwy.gov.uk 01492 575169 or 07717543695

TOM LOWE

"I'm one of two Specialist Data Analysts for the Team. I have been working for Conwy Council for 12 years now, primarily as the Monitoring and Evaluation Officer for the Welsh Government's Families First and Flying Start Programmes. My background is mostly in administration and project evaluation, spending my early career working in schools who were placed in special measures throughout London. I moved back to Wales in 2005 and after a few years managing businesses around North Wales, joined Conwy Council at the start of the Flying Start Programme and played an instrumental part in setting up the programme in the county. I have recently joined the Team and I am looking forward to the new challenges this exciting project will bring" Tom.lowe2@conwy.gov.uk 01492 574249

TIFFINY LEWANDOWSKI

"I am a qualified and registered Pharmacy technician with 16 years' experience within community pharmacies. My role mainly involved managing, preparing, accurately checking the supply of medicines and promoting and supporting with essential, enhanced and advanced services across North Wales. In 2017, I began my career within the NHS with the Pharmacy and Medicines Management team as a primary care cluster technician. I work with teams within several GP practices across North Denbighshire, developing, supporting and updating processes, enhancing clinical effectiveness and implementing evidence-based medicine. In addition, I represent pharmacy within the community workforce redesign project, ensuring the value of the pharmacy profession and the benefits they bring to patients are recognised and included within the community workforce."

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DAVID VAUGHAN

"I'm the Business Analyst for the team, which I joined in January 2020. Professional background: HCPC registered dietician, academic experience of research (PhD in genetics and exercise) and lecturing / supporting students in nutrition/dietetics and health promotion. NHS experience: Programme Manager/Clinical Obesity Lead, Business Manager (both in England) of Children and Wellbeing Division of English Trust, Head of Performance (Areas) with BCUHB prior to my transformation role. Within the transformation programme, I am leading on work stream 2, the Whole Systems Analysis project, and work stream; evaluation of grant funded revenue projects. Passion/interests: utilising digital technologies to improve staff working experiences, which will then lead to improved outcomes for service users/patients"

David.Vaughan@wales.nhs.uk 07557 312227

MARGARET PETERS

"I'm a Project Manager for the team and have been in post since December 2020, I have previously worked for Anglesey Council as part of a Transformation Team in Adults Services working on integrated health and social care projects and a Programme Manager for Children's Services. It's really exciting to be part of the team." Margaret.peters@conwy.gov.uk 01492 575983

JAMES MATTHEWS

"I'm a Specialist Data Analyst for the Team, in post since December 2020. I previously worked as a Data Analyst for the Social Care team in Conwy County Borough Council where I was responsible for analysing performance information across both Adults and Children's Services."

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ANNA JONES

"I am the Professional Lead for Nursing; I joined the Team in December 2020. I have worked within the NHS for over 30 years retiring from my post as Clinical Lead for Complex care within an NHS Clinical Commissioning Group. The majority of my Nursing Career has been working within Mental Health Services within BCUHB as former CHC Commissioning Manager for NHS Continuing Health care. I have been involved in a number of transformation programmes more recently leading on integrated health and social care Quality Improvement programmes. I have worked on developing 'Enhanced models of care' within the community and care home sector influencing policy and developing clinical standards. I am looking forward to working within the Transformation team."

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ANDREW MILLER

"I have been seconded to the Transformation Programme since Feb 2020 and my substantive post is Team Manager of the Early Intervention & Prevention Team, Disabilities Service, Conwy CBC. I have over 23 years' experience working as an Occupational Therapist within health and community settings, and I have been working in Conwy CBC since 2005 when I joined the Bryn Y Neuadd Hospital resettlement team." Andrew.miller@conwy.gov.uk 01492 576377 or 07717 543642



JACQUIE BICKERS

"I'm the professional lead for social work and I joined the Community Services Transformation Team late 2020. I qualified as a social worker in 1997 and have worked in a number of operational roles in Adults' Services as a Team Manager and Service Manager before moving into policy/strategic roles. I have been involved in a number of transformation programmes, more recently leading on the practice and process work for Community Led Support with an English Council. I am very excited to be involved in the integration programme work across BCUHB, CCBC and DCC."

jacqueline.bickers@conwy.gov.uk 01492 575354

ALAN HUGHES

I am a Project Manager supporting the delivery of several projects. During my career I have worked in a variety of roles within Health & Social Care, I qualified as an Occupational Therapist working in both Health and Local Authority roles. As a Project Manager, I have implemented a number of digital recording systems across Health & Social Care. In recent times, I have been engaged working for the North Wales region to support the implementation of the WCCIS.

alanhughes@ateiconsulting.com 01492 550403 or 07525 168701



NICOLA ROBERTS

"I am the administrator for the team. My background is in administration and customer service having worked in positions such as PA, Office Manager and Operations Manager. I have been in the position since mid-December; it's a pleasure to be a part of such a great team." nicola.roberts1@conwy.gov.uk 01492 574195



Local control and governance

Developing integrated health and social care localities

WHAT HAS BEEN DONE?

- Show case the good practice and models of integrated multidisciplinary working by Community Resource Teams across the NW region
- Promote the WG vision and legislative framework for integration and transformation
- Hold an engagement event to consult with strategic partners, senior leads and service managers
- Promote transformation with Corporate Teams across the region
- Agree the values that are needed to enable transformational change for leaders, managers and front-line services
- Compile locality needs assessment (RF4)
- Theory of Change exercise facilitated by IPC

WHAT NEXT?

- Consolidating systems mapping workshop feedback and learning into one follow-up session, which will help identify transformational areas to focus on;
- Continued development of 'the start' of a functioning Business Intelligence Dashboard to help better understand the whole system to improve decision making when directing scarce resources;
- Production of 'Plan for Change' report – first draft.

For more information on this theme please contact:

Alan Hughes on 01492 550403 or 07525 168701 or by emailing alanhughes@ateiconsulting.com

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Integrated Systems and Person Centered Care

Whole Systems Analysis (of health and social care)

WHAT HAS BEEN DONE?

- Project plan and governance arrangements completed;
- Most (>70%) of the data needed for analysing (activity, workforce and finance) has been collected and is being checked and verified across both local authorities and the health board;
- Organisational cultural data collection and initial analysis completed (interim/early findings report circulated);
- Plan for change skeleton report drafted;
- Business Intelligence Dashboard development started;
- Whole systems mapping workshops (x3) designed and delivered across three cohorts (children, adults, and older adults).

WHAT DIFFERENCE HAS IT MADE?

Still in the data collection, analysis and delivery phase, however:

- Key staff across the health and social care system have an understanding of the work and potential wider benefits;
- Shone a light on the complexity of undertaking such work;
- Brought distinct health and social care staff together – even if only briefly during meetings/workshops – to view care pathways from a ‘systems perspective’;
- Productive discussions across the health and social care system of integrated working and challenges to overcome;
- Improved understanding of what (electronic) data is available and what key data is missing, which can help to build on understanding what ‘good’ care pathways look like;
- Helped shape development of Business Intelligence Dashboard.

WHAT ARE THE CHALLENGES AHEAD?

- Complexity of the whole systems analysis approach and focussing on priority care pathways and collection of ‘just enough’ key data to help improve integrated working, care pathways and outcomes;
- Ensuring the momentum from this work continues;
- Maintaining and developing/improving Business Intelligence Dashboard;
- Resources to mobilise any potential recommendations in ‘Plan for Change’.

WHAT NEXT?

- Consolidating systems mapping workshop feedback and learning into one follow-up session, which will help identify transformational areas to focus on;
- Continued development of ‘the start’ of a functioning Business Intelligence Dashboard to help better understand the whole system to improve decision making when directing scarce resources;
- Production of ‘Plan for Change’ report – first draft.
- North Wales right-sizing data project:

It is critical for North Wales’ health and social service systems to have an accurate and robust view of the integrated pathways and plan for community services which can adequately meet the needs of those discharged from health services.

In response to the 2018 report published by the NHS Wales Delivery Unit (DU), detailing the outcomes of their review of complex discharge practice, a national project was established to support the Regional Partnership Boards (RPBs) across Wales to establish the numbers of patients per region following each pathway and determine whether the services in place are sufficient to meet the demand and deliver good outcomes.

The project delivered valuable observations on the system and the different regions are now at various stages of responding to the findings. The North Wales RPB have noted concerns about the quality of the data utilised for their regional analysis and have formed a view on the underlying reasons for the reduced data quality.

As such, Grant Thornton UK LLP has been commissioned to undertake the comprehensive data linking exercise required to ensure that the data to be entered into the right-sizing model developed by Professor John Bolton, is accurate, reliable and robust. The following will be delivered: populated models per Local Authority plus an accompanying summary report.

For more information on this theme please contact:

David Vaughan on 07557 312227 or by emailing david.vaughan@wales.nhs.uk

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Care: Quality and Outcomes

Local evaluation of grant funded projects

WHAT HAS BEEN DONE?

- Project overview statement (POS) produced and agreed;
- Evaluation framework drafted, including proposed methodology;
- ICF revenue live project list confirmed;
- Shared POS and framework with regional ICF colleagues.

WHAT DIFFERENCE HAS IT MADE?

- Work stream is still in the planning and start-up phase.

WHAT ARE THE CHALLENGES AHEAD?

- Minimising duplication of efforts with regional and national evaluation project work;
- Understanding the wider impacts and outcomes of the projects, which will require input from busy (+++due to COVID) project leads/staff;
- Synthesising the various qualitative and quantitative data into fair and systematic evaluation report across all Grant Funded projects – that includes enough detail, but doesn't become 'bogged-down' in the fine details.

WHAT NEXT?

- Complete the full list of Grant Funded projects for evaluation, which will include non-ICF projects;
- Initiate project, which starts with a desktop review of project proposals followed by understanding where projects are currently at;
- Draft evaluation report;
- Final evaluation report;
- Local evaluation and monitoring framework – to assist with future project proposals.

For more information on this theme please contact:

David Vaughan on 07557 312227 or by emailing david.vaughan@wales.nhs.uk

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Engagement and Co-production

Effectiveness of current ways of working

WHAT HAS BEEN DONE? WHAT DIFFERENCE DID IT MAKE?

All Professional Leads are now in post and developing their work plans.

- An Advisory Group has been established for this workstream, 2 meetings have been held to date ensuring representation across Health and Social Care and voluntary services;
- A Central Area Transformation Programme communication strategy has been developed;
- A review has been undertaken of local and national consultations/engagement to help us understand and identifying gaps;
- Professional Leads are working with their allocated CRTs to build good working relationships and progress work around integration;
- Continue ongoing liaison with representative from Welsh Government around the Seamless Pathways for People (SiPPS) implementation.

WHAT WERE THE CHALLENGES?

- The current Covid19 response has meant that the availability of staff to engage with the project is reduced and operational pressures limit the level of engagement.

WHAT'S NEXT?

- Continue to work closely with Grant Thornton UK LLP on the Engagement Proposal and Whole Systems Analysis work;
- Stakeholder mapping of organisations and communities that need to be involved in future proposed consultation;
- Establish a stakeholder/task & finish group (OD & HR reps);
- Research recent staff engagement activities and consultation;
- Establish organisational plans for staff engagement;
- Design and consult on approaches for engaging with staff;
- Continue to work with and provide support for the CRTs;
- Evaluate grant funded projects;
- Take forward and develop a training framework around the Seamless Pathways for People (SiPPS) with a particular focus on the CRTs;
- Case audits work to begin;
- Linking this workstream with other identified workstreams within the Programme.

For more information on this theme please contact:

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Community Resource Teams

Continued development of CRT's in Conwy and Denbighshire

WHAT HAS BEEN DONE? WHAT DIFFERENCE HAS IT MADE?

First of all, we should acknowledge the positive development of the CRTs in Conwy and Denbighshire and celebrate the progress since the Community Service Transformation and Integration programme was established back in 2017. Clare Hughes who was the Project Manager for the Transformation Team has moved on and we wish her well in her new role. She will be greatly missed by all.

The Programme builds on the strengths and achievements of the former CRT Programme which established CRT's in a gradual bottom-up service led approach. This programme maximised ICF grant funding to create capacity and co-locating previously dispersed teams, which formed the basis of integrated working and shared values.

A review of this programme identified the collaborative approach was bringing about change, but there were numerous organisational and systemic barriers constraining further integration. There was a need for a more targeted approach to remove these barriers in order to achieve transformational change.

The revised programme of work, through a number of interconnected workstreams, will result in a plan for the long-term development and sustainability of CRTs across the area by:

- facilitating a paradigm shift away from acute to community;
- ensuring the seamless integration of services and service delivery;
- making best use of digital technology to improve efficiency and enable agile and virtual working.

The last year has seen:

- In Conwy we have set up multidisciplinary meetings/virtual ward rounds across all 5 localities (Llanfairfechan/Penmaenmawr/Conwy/Junction, Llandudno/Deganwy, Colwyn Bay, Llanrwst and Abergele) to implement wider collaboration across the group. This supports systems in accessing a seamless service;
- In Denbighshire, there has been a significant development in closer working and communication within both Localities, with the development of daily, and currently weekly meetings between all GP surgeries and the wider CRT teams across adult and children's (health) services. This has enabled a cohesive and response approach to service pressures as they have arisen, and a sharing of information.
- Daily Covid Red Hub meetings in Conwy implemented and supported at beginning of current pandemic. This work led to the implementation of the weekly CRT MDT meetings. This implemented sharing of timely information to keep staff and citizens safe during the pandemic and the ability to coordinate response in an effective, timely and safe manner;
- Set up of CRT weekly business meetings across all 5 Conwy localities to discuss risk and concerns and to identify and escalate service pressures. These were especially beneficial during the Covid crisis to continue to promote positive collaboration between services that were produced by the daily red hub meetings;
- Newsletters for two CRTs have been established and continue to provide relevant and important information, activities and support within the locality and wider services;
- In-reach project supported in Abergele by Liaison Officer. This project aims to reduce the time in which citizens are in hospital and helps prevent bed blocking.;
- Scoping exercise carried out to identify business support tasks that can be integrated and work to identify the business support needs of each CRT is still in progress. Working towards identifying options to escalate for identification and recommendation of an integrated service model;

- Adverse discharge process defined and supported by CRT Liaison Team in collaboration with Patient Safety in BCUHB. This allows a consistent approach to identifying and escalating serious issues and working collaboratively with BCUHB to positively change and address patient safety concerns;
- Supported Project manager in clinic refurbishments in Abergele and implemented delivery of office protocols due to the relocation and reconfiguration of the office space to ensure streamlining of protocols and procedures used in a multidisciplinary space.
- Denbighshire North CRTs, weekly complex case meetings have expanded in their function and are now attended by psychiatry, older people's mental health and sometimes GP's in addition to therapies, district nursing, social care and pharmacy.
- Denbighshire South CRTs digital technology has enabled stronger links with Primary Care and the broader health and care community. In July GP's joined a range of other health and care professionals attending 274 complex case reviews.

WHAT WERE THE CHALLENGES?

- IT systems, networking etc.;
- Telephony needs addressing as there is a concern that services wanting to integrate are unable e.g. Community Therapies would like to move out to other CRT offices but do not have the correct telephony support. Other Health & Social Care roles need to have the correct telephony to enable their team and service to work effectively;
- Going through a pandemic which affected services and added huge pressures. Staff were so busy fighting the pandemic that their work streams changed to account for this and were unable to support any CRT project work;
- Lack of direction and communication of project;
- Challenges to engage partners although we are working to improve this;
- Working from home has been a challenge in engaging with CRT partners along with the associated network connections;
- Managing the H&S aspects of the buildings has been particularly difficult and trying to implement collaborative approaches to these tasks has been met with resistance;
- Whilst going virtual, organisations have not made it easy for digital meeting platforms to work properly. Using different systems, and changing to different systems during this time has impeded communication and engagement with meetings, not supported them;
- BCUHB have changed over to Teams and if staff do not have soft phones, you are not able to call them if they are not in the office. This will cause issues going forward by again impeding communication and availability of contacts;
- Staffing issues both within the CRT liaison team and business support teams in Conwy;
- Not having CRT leads in some CRTs – the direction of the implementation of integrated working comes from the CRT lead, without this, direction flounders;
- Since lockdown different organisational interpretations of Government Guidance relating to home working and social distancing in the work place have impacted team cohesion and challenged effective partnership working;
- Denbigh CRT co-located at Denbigh Infirmary at the point of lockdown. Government Guidance relating to home working and social distancing has meant that the CRT has missed out on some of the team building opportunities that 'face to face' and 'being together' affords.

WHAT NEXT?

- We will progress the work on identifying the business support tasks that can be integrated, working at engaging with the current and future administrative staff;
- Reintroduction of the CRT Development Groups across all 5 CRTs when appropriate to commence the drive of integration and support the CRT action plans;
- Recruit to the 3 vacant CRT Administration Liaison posts and continue to work collaboratively across all involved organisations;
- Professional Leads from the Transformation team are making contact with the CRTs to start building good working relationships and to provide support (Professional Leads and Project Management) from the team where needed.
- Progress CRT development shaped by learning from CV19 and in particular modern and flexible approaches to working.
- A focus on strengths- based approach/ conversations and streamlining pathways and processing.
- Plans for the development of a CRT base for Prestatyn are progressing with the PID and capital funding approved, currently the tendering process is underway for the required works required of the building. The completion of the project remains on track for end March 2021.

For more information on this theme please contact:

Jacque Bickers on 01492 575354 or by emailing jacqueline.bickers@conwy.gov.uk

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Integrated Workforce

Competency Based Workforce Strategy

WHAT HAS BEEN DONE? WHAT DIFFERENCE HAS IT MADE?

- As identified by the programme board the vision includes the development of the workforce needed to deliver the requirements of the population of Conwy & Denbighshire;
- The project will identify the characteristics of the current professional roles in the Community Resource Teams (CRT) and establish where these characteristics overlap to develop job profiles and the required schemes of delegation to support a person centred approach to the delivery of care & support.

WHAT WERE THE CHALLENGES?

- The response required to support Covid by the CRT required the project to be put on hold until the summer of 2020. It was determined at this time to undertake an appreciative inquiry to understand how the Covid19 response had influenced integrated working;
- The project was re-profiled in line with the original objectives and the reduced timeframe. The current Covid19 response has meant that the availability of staff to engage with the project is reduced.

WHAT'S NEXT?

- To liaise with the CRT to:
 - Identify the characteristics of the Care Coordination/Keyworker/Primary Contact function;
 - Identify the characteristics of the Integrated Health & Social Care worker function;
 - Identify the activities that can be supported by an integrated business support function.
- To work with Senior Leaders across health and Social Care organisations to develop approaches that will support the integration of social care & health services.

For more information on this theme please contact:

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