

8. Making it happen!

The aim of this Strategy must ultimately be to deliver positive changes to the current health, social care and well-being of the people of Gwynedd. But, one of the concerns raised during the consultation process was the financial constraints currently being felt by statutory and non-statutory agencies in health and social care. Indeed, the present financial climate emphasises the need for joint working in planning and commissioning services when possible in order to deliver better value and higher standards of care for the citizen. Measuring change is not always easy and this is especially true when considering the success of multi agency prevention measures.

8.1 Financial Plan

In order to achieve the aims and priorities of this Strategy a financial plan is required to support the necessary service changes. However it is recognised that funds will, in the main, have to come from existing local sources and that there will be no significant increase to allocated budgets from the Welsh Assembly Government.

The HSCWB Partnership will therefore need to work towards consolidating organisational financial plans that impact upon the priority areas of this Strategy. Such an approach will require greater collaboration between the financial disciplines of the Partnership organisations.

A significant challenge for the Partnership will be its ability to agree high level key principles that can provide a basis within which the individual organisations can accommodate their own risks and opportunities, whilst supporting this joint Strategy.

It will also be essential that financial plans and detail are communicated in a way that leads to more informed decision making, by presenting financial information in ways which better support the redirection of resources, (e.g. mapping expenditure for services to a series of different localities in Gwynedd).

The Partnership will therefore be consolidating organisational financial plans in addressing the following aims:

- To better align the inequalities in spend on services across Gwynedd
- To develop pooled budgets between the NHS and Council departments, where there are service and/or financial benefits ('Section 33' agreements)

- To identify services to be de-commissioned which do not meet the needs of the population or demonstrate an efficient use of resources in order to release funds to invest in service modernisation for our priority areas.

What we aim to do

Develop greater collaboration between the financial disciplines of the Partnership organisations and explore the opportunities for consolidating financial plans, to support service and/or financial benefits.

8.2 Promoting Equality

Under the Race Relations (Amendment) Act 2000 and the Disability Discrimination Act (2005), both the Gwynedd Local Health Board and Gwynedd Council have a statutory duty to eliminate unlawful discrimination and to promote equality.

As part of the consultation process, the Black Environment Network (BEN) was commissioned by the Health, Social Care and Well-being Partnership Board to reach out to three ethnic minority communities to gain insight into their response to the draft HSCWB strategy. This initiative was welcomed by those who took part in the consultation and the Report by BEN *Consultation Report for Health, Social Care and Well-being Partnership Board* highlights the aspects of health and social care services to ethnic minorities which need attention.

The North Wales Advice and Advocacy Association was also commissioned to consult with a number of service user groups. They held three consultation events with three service user groups. One consultation was held for older people at a day centre, another in a leisure centre where individuals with physical disabilities and sensory impairments were invited to attend and the last took place in Antur Waunfawr where service users with learning disabilities took part. The Report states that the response to the Strategy was generally positive with questions and concerns being raised about implementation and monitoring rather than the principles.

An equality impact assessment is currently being undertaken on this strategy. This includes assessing the role of the Strategy in relation to eliminating discrimination on the grounds of race, gender, disability, sexual orientation, age, religion and language and promoting equality of opportunity and good relations between different groups.

As a result of the impact equality process, the services provided should be improved and meet the needs of those using them. The assessment process can also be used to identify actual and potential inequalities.

What we aim to do

Promote the use of Equality Impact Assessment in Gwynedd as a means of considering the effects of health and care strategies, policies and services on different communities, individuals or groups and reducing inequalities.

8.3 Health Impact Assessment Tool

As part of the implementation of the previous Health, Social Care and Well-Being Strategy, a **local health impact assessment tool** was developed to assess the possible impact on the health and well-being of our population, of all strategies, policies, plans, projects, service changes or developments, across public sector services. The use of this tool has raised awareness of the social factors influencing health and health inequalities, and will be further promoted over the next 3 years.

What we aim to do

Further the use of the health impact assessment tool as a means of identifying and measuring the impact of social and economic influences on health

8.4 Mainstreaming health

Health as a theme is also being mainstreamed into the Gwynedd Council agenda using the ***Route to Health*** Improvement Framework and the Council through its community leadership role is driving the vision for health improvement via a number of key strategies, initiatives and services

What we aim to do?

Raise awareness of health issues amongst all heads of services within the Council and officers in other organisations.

8.5 Workforce Planning

Any strategy must be implemented and delivered by a range of multi skilled workers if it is to impact positively on services. Another key concern raised during the consultation process was the availability and future sustainability of a highly trained workforce to deliver the highest level of care expected by the people of Gwynedd.

One result of an ageing population is the greater number of older people in the workforce. A significant number of those might also be offering informal care. The ageing population will also lead to significant pressure on local health and other care services.

In order to address these issues, work must be undertaken to better understand the future care workforce needs of Gwynedd. This can be done in a number of ways such as identifying the present workforce and their future needs, recognising gaps in service provision, developing recruitment and training opportunities. Care workforce planning is crucial to the successful implementation of this strategy.

What we aim to do

Develop workforce strategies which will continue to improve care services in Gwynedd and address pressures as a result of demographic changes.

8.6 Commissioning Services

Services must be commissioned to meet the needs of the population and they also need to be affordable, to an agreed quality and promote equality. Commissioning, although challenging, is the key to the future delivery of affordable and effective health and social care services.

There is also a growing recognition of the benefits of ensuring 'seamless' or 'joined-up' access to services, irrespective of which organisation is providing the care. Work has already started in Gwynedd to promote this joint approach, such as the development of a Joint Commissioning Strategy for Older People. Joint

working can also be promoted and supported by using “Increased Flexibilities” arrangements under Section 33 (National Health Service Wales) Act 2006.

This procedure formalizes the better integration of services and delivers better value for money.

What we aim to do

Commission affordable and high quality services which best meet the needs of the population, recognising the benefits of joint commissioning across public bodies.

8.7 Measuring success

The Gwynedd Health, Social Care and Well-being Partnership Board are committed to supporting and monitoring the implementation of this Strategy. The development of a detailed Action Plan for all the key prioritised areas for will facilitate this process. But, the Partnership must be able to recognise and demonstrate areas of success as well as those which require further work and effort. Performance needs to be measured and impact evaluated. To achieve this aim, the high level indicators identified for the first Strategy will be further developed to give clear outcome measures to highlight progress in improving the health and care of the people of Gwynedd. An annual report outlining progress and key achievements will be produced and distributed.

What we aim to do

Develop a performance management framework and a set of high level indicators to highlight progress in achieving the Partnership’s vision linked to Annual Action Plans

8.8 Communication

Effective communication will be vital if this Strategy is to be implemented successfully. Many of those who took part in the consultation process on the draft strategy, responding either independently or on behalf of health and social care organisations in Gwynedd, expressed a wish to be informed and involved in future developments.

An important new tool in the communication of key health and care messages to individuals and communities will be the launch of the new Health Challenge Gwynedd website in the Spring. The website will provide local information on the key Health Challenge Gwynedd themes and links to relevant resources. This new initiative will compliment the Partnership Newsletter published twice a year in the Gwynedd Newsletter which highlights new initiatives and important messages.

If the Partnership is to achieve its vision of “a level of health and well-being for the people of Gwynedd which is comparable to the best in Europe”, support must be given to people to improve their lifestyles, to empower them to take increasing personal responsibility for and make informed decision about their own health and well-being. Communication is an important tool in this drive and organisations and strategic partnerships must work together to achieve this ambitious vision.

What we aim to do

Improve the use of communication methods as a tool in delivering the vision of this strategy.

Making it happen!

Key areas for action	What we aim to do
8.1 Financial Strategy	Develop greater collaboration between the financial disciplines of the Partnership organisations and explore the opportunities for consolidating financial plans, to support service and/or financial benefits.
8.2 Promoting Equality	Promote the use of Equality Impact Assessment in Gwynedd as a means of considering the effects of health and care strategies, policies and services on different communities, individuals or groups and reducing inequalities
8.3 Health Impact Assessment Tool	Further the use of the health impact assessment tool as a means of identifying and measuring the impact of social and economic influences on health
8.4 Mainstreaming Health	Raise awareness of health issues amongst all heads of services within the Council.
8.5 Workforce Planning	Develop workforce strategies which will continue to improve care services in Gwynedd and address pressures as a result of demographic changes.
8.6 Commissioning Services	Commission affordable and high quality services which best meet the needs of the population, recognising the benefits of joint commissioning across public bodies.
8.7 Measuring success	Develop a performance management framework and a set of high level indicators to highlight progress in achieving the Partnership's vision linked to Annual Action Plans
8.8 Communication	Improve the use of communication methods as a tool in delivering the vision of this strategy.