

# Welsh NHS Confederation

## Annual Address

**Welsh NHS Confederation**  
**November 2009**



Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

# A Remarkable Journey

In 2007, *One Wales* committed the Welsh Assembly Government to ‘... *move purposefully to end the internal market ...*’ in order to improve services for patients

Markets are not renown for delivering:

- Sustainable solutions
- Equitable Service Provision
- Nor do they foster co-operation or integrated care

...and have expensive transaction costs

**NHS Wales has just completed the  
biggest reorganisation of a generation**

# The Journey Ahead

- Do we know where we are going?
- What are the obstacles?
- Are we equipped?
- Familiar paths and pitfalls?
- When will we know if we have arrived?

# Salutary message about mergers from the Private Sector

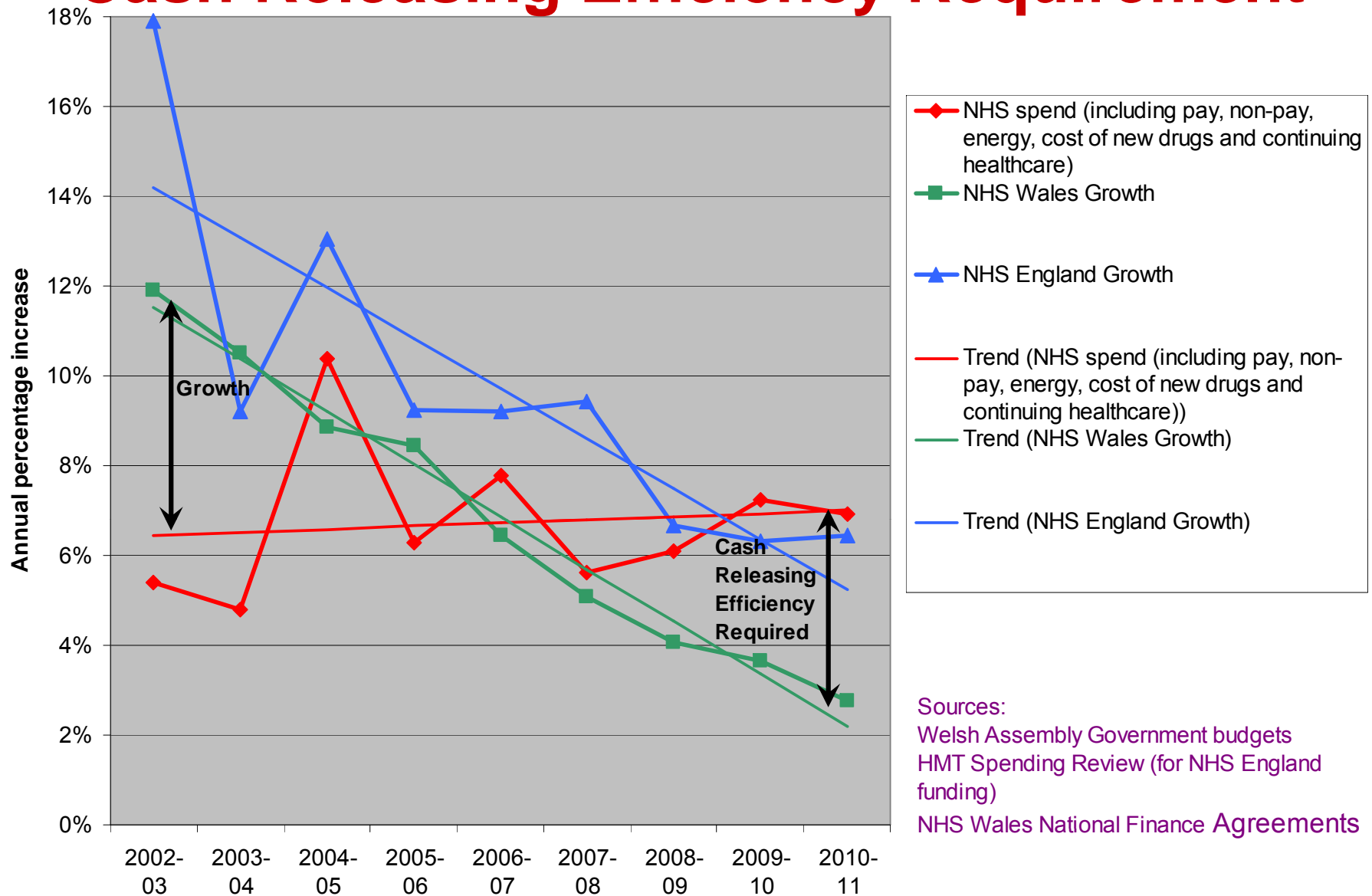
- Key Managerial Decisions – and quickly!
- Alignment of strategies
- Alignment of structures, systems and processes
- Identify key risks
- Establish corporate identity
- Good communications
- Resolve outstanding conflicts immediately

Intelligent M&A, Moller & Brady

# Salutary message about mergers from the Private Sector

- Many fail to deliver promised gains
- Boards/CEOs/Service Managers pursue personal agendas
- Few get the integration process right
- What worked last time may not work again
- Merger doesn't end on the day it happens; in fact it marks the start of the most difficult stage

# Cash Releasing Efficiency Requirement



# Key Challenges

- Access 2009
- Unscheduled Care
- Shifting the Balance of Care
- Mental Health has equal attention
- Accelerating Service Modernisation
- Decline in Growth and Financial Discipline

# 5-Year Service, Workforce and Financial Strategic Framework

- Jointly owned
- Service and Financial delivery 2009/2010
- Robust plans for 2010/2011 by end of December
- Build momentum toward medium to long term transformation
- NHS Wales to be world class integrated Health and Social Care system
- We have the vision and we have done much of the work
- 90% Perspiration, 10% Inspiration!

# Speed of Improvement will be directly proportionate to:

- Clarity of purpose
- Total commitment of Executive Team and managers throughout organisation
- Accountability and intensity – do it once and well
- Full clinical engagement
- Empowerment, innovation and spread
- Effective and regular communication with staff organisations to promote understanding, monitor progress and dialogue
- Support of partner organisations
- Common purpose and partnership working

# 5-Year Service, Workforce and Financial Strategic Framework

- Jointly owned
- Service and Financial delivery 2009/2010
- Robust plans for 2010/2011 by end of December
- Build momentum toward medium to long term transformation
- NHS Wales to be world class integrated Health and Social Care system
- We have the vision and we have done much of the work
- 90% Perspiration, 10% Inspiration!

# Do we lack ambition on patient safety targets?



# The Executive's Role

- Establish Executive Accountability
- Address Culture at all levels
- Demonstrate visible leadership behaviour
- Use patient stories
- Establish aims and monitor system level measures
- Orientate Board agendas

# If Quality and Patient Safety are priorities, what should we expect to find in organisations to deliver this?

- Improvement is not a programme - it is process embedded within an organisation
- A focus on outcome measurement
- Patient centred – Clinical Teams who are relentlessly benchmarking
- Motivated clinicians – who are ruthless about:
  - Waste
  - Harm
  - Variation
- Ability to deliver short cycles of change
- Open transparent governance

# Complementary Policy Development

- Chronic Conditions Management
- Primary and Community Strategy
- Rural Health Plan

# Benefits Realisation Framework

This framework covers five key areas:

- Service Quality – for the patients
- Strategic and Operational benefits
- Money moved into front line services
- Better working across public services in Wales
- Workforce opportunities

# We need to change the way we act

- Total integration and short/long term agendas
- Develop a new planning system for Health, Social Care and Third Sector
- Redesign the Performance Management System – timely accurate information
- Accelerate service improvement – harm, variation and waste
- Full clinical engagement
- Give priority to Partnership Forums
- Strengthen Partnership working
- Rapid and full implementation
- Get ahead of the curve

# NHS Wales' vision is to transform itself into a well-functioning integrated care system

## Aspiration

NHS Wales will bring together the different groups involved in patient care so that services are more consistent, cost-effective and coordinated, therefore better meeting patient, organisation and financial needs

## Core elements



Care is delivered seamlessly across multiple health organisations



Care takes a patient-centred view



Care settings coordinated by shared access to knowledge and shared processes



Category	Value 1	Value 2	Value 3	Value 4	Value 5	Value 6	Value 7	Value 8	Value 9	Value 10
1	100	200	300	400	500	600	700	800	900	1000
2	110	210	310	410	510	610	710	810	910	1010
3	120	220	320	420	520	620	720	820	920	1020
4	130	230	330	430	530	630	730	830	930	1030
5	140	240	340	440	540	640	740	840	940	1040
6	150	250	350	450	550	650	750	850	950	1050
7	160	260	360	460	560	660	760	860	960	1060
8	170	270	370	470	570	670	770	870	970	1070
9	180	280	380	480	580	680	780	880	980	1080
10	190	290	390	490	590	690	790	890	990	1090

Health population analysis, derived from individual patients' information, used to inform system decisions (e.g., workforce allocation)

# These are the 3 Major Tasks

- Progress toward achieving current year patient targets and financial balance.
- Ensuring robust planning for 2010-11.
- Building momentum toward longer-term transformation.

**From today, we unite in a common purpose -  
and commit to delivery**