

Bevan Commission

Bevan Commission Strategic Priorities

Sep 2016 – Aug 2019

Current Bevan Commissioners

Professor Sir Mansel Aylward CB, Chair

Nygaire Bevan

Professor Bim Bhowmick OBE DL

Professor Dame Carol Black DBE

Sir Ian Carruthers OBE

Mary Cowern

Dr Clare Gerada MBE

Professor Trevor Jones CBE

Lt General Louis Lillywhite CB, MBE, OStJ

Ann Lloyd CBE

Juliet Luporini

Professor Ewan Macdonald OBE

Chris Martin

Professor Sir Michael Marmot

Professor Andrew Morris

Professor Sir Anthony Newman Taylor CBE

Dr Helen Paterson

Professor Phillip Routledge OBE

Fran Targett

Sir Paul Williams OBE CStJ DL

Professor John Wyn Owen CB

Bevan Commission Secretariat Staff

The current secretariat is Helen Howson (Director of the Bevan Commission and Bevan Academy), Sion Charles (Interim Deputy Director) and Dr Tom Powell (Research Lead), Elizabeth Jones (Business Manager) and Hannah Crowney (Project Officer).

Current Special Advisors to the Commission

Professor Marcus Longley, Professor Ceri Phillips, Professor Marc Clements and Professor Donna Mead OBE

International Commissioners

Current International Bevan Commissioners are Professor Donald Berwick (USA), Professor Gregor Coster and Dr David Bratt (New Zealand).

Publications

Reports produced by the Bevan Commission are published on the Commission website at www.bevancommission.org.

Contact

All correspondence should be addressed to the Bevan Commission, School of Management, Swansea University Bay Campus, Fabian Way, Swansea, SA1 8EN.

The Bevan Commission

The Bevan Commission is an independent, expert group originally established to advise the Minister responsible for the NHS in Wales on taking forward health and health services improvement. It helps to ensure that Wales can draw on best practice from across the world while remaining true to the principles of the NHS as established by Aneurin Bevan.

The work of the Commission to date has reflected upon the challenges being addressed within health and the healthcare system in Wales and the priorities determined by the Minister. The Commission has been instrumental in supporting Ministers in their strategic thinking and policy development on a number of important areas, particularly within the context of the challenges of austerity and financial stringencies and in supporting sustainable health in Wales through its prudent healthcare agenda.

Since its inception the Commission's work has developed, adding significant value and impact to the work of the Welsh Government and the NHS in Wales. Its membership, aspirations and work programme have grown with, for example, establishing the Bevan Academy and the Bevan Innovators and attracting additional resources to support these initiatives. The Commission has also influenced international thinking as illustrated by the number of international health systems now seeking to emulate the Commission and its work. Additionally, the Commission has established firm links with national governments, academia and national health systems in Australia, New Zealand, Canada, the United States of America, Belgium and Scandinavia.

The Bevan Commission has provided independent, authoritative advice and guidance directly to the Minister for Health and Social Services (now the Cabinet Secretary for Health, Well-being and Sport) on matters relating to health and healthcare in Wales. The Commission's firm intention is to provide advice more widely and make its expertise and advisory services accessible both within the United Kingdom and the international arena.

The Context

The unyielding pressures upon the NHS and wider public services in Wales will not go away. Action needs to focus on delivering improved outcomes that matter to people through different ways of working, creating a wider social movement for change to achieve a more prudent approach to health. Doing more of the same is not only unsustainable it will not achieve what we need to do.

In response to this the Commission has identified the following key areas for its future focus, which it believes will have an immediate and lasting impact on future sustainable health and well being in Wales.

1. A Shared Vision of Health & Wellbeing for Wales based upon a Social Model for Health

Devolution has demonstrated the evolution of differing approaches to the NHS and the ways it supports health and well being in the UK. England has introduced a provider procurer system as the basis for its NHS with the public health function transferring to local authorities. Wales has developed a unique, more socially responsible and integrated approach to its NHS, with a Welsh Public Health Trust.

However Wales, like England, still has a predominantly traditional bio-medical model as a basis for the working of the NHS in Wales. The approach to health and care in Wales requires a more co-produced and

co-owned system where the people in Wales, as custodians of the NHS, have an active voice and joint ownership and responsibility for its sustainability and overcoming the increasing and historical inequalities in health.

The Bevan Commission recognises the need to understand and proportionately address the complex determinants underpinning health and well being in Wales and the role that others outside of health have to play.

The Commission will consider this more fully, exploring the more fundamental components of a social model for health and care in Wales, acknowledging that wider determinants and prevention play a significant role in supporting and maintaining health and well being, as well as treating and managing ill health.

The Commission will;

- Outline what it expects this approach and system will look like, its constituent parts and the workforce needed to deliver it.
- Set out timescales for its delivery.
- Identify mechanisms to ensure it happens in practice.
- Highlight key indicators of its success.

2. Creating strong Leaders and Innovators across Wales

The Bevan Commission has recognised the need for greater transformation, innovation and leadership to ensure that health and care in Wales is transformed to meet current and future generational needs.

The Bevan Commission Academy has been set up to support and inform the Commissions thinking and to help translate its thinking into practice at speed. The Bevan Innovators programme, consisting of Bevan Exemplars, Fellows and Advocates, has begun to address this creating a more dynamic system and environment to try out and test new ways of working. It believes that creating social movements for change with the people employed in the system and the people using the system, will help ensure it is owned and understood by all. The establishment of Bevan Innovation Hubs will help utilise the expertise across Wales more effectively, share best practice and engage others in helping to find solutions together. The Commission also recognises further work and support is needed to strengthen collaborative and collective leadership across Wales.

The Commission will;

- Build upon its success to date expanding its Bevan Innovators programme.
- Establish a Bevan Innovation Hub infrastructure across Wales to develop, test and share new ways of working and find better solutions together.
- Influence the refocusing of research and development resources to support action research and transformation in health and care practice.
- Create a Bevan Leadership Programme and forum in Wales, drawing upon the skills and expertise of its Bevan Commissioners to create and support dynamic leaders for the future through activities such as Thought Leadership events, Collective Challenges and Master Class series.
- Develop international links to exchange, cross fertilise and support learning, leadership, innovation and research.

3. A Prudent Wellbeing and Health Culture for Wales

In January 2015 the Bevan Commission developed the Prudent Healthcare Principles which identified how Wales could make the most effective use of all available resources to ensure high quality and consistent care available to all across Wales. The principles need to be fully implemented in practice;

Prudent Principle 1: Achieve health and well being with the public, patients and professionals as equal partners through co-production.

Prudent Principle 2: Care for those with the greatest health need first, making most effective use of all skills and resources

Prudent Principle 3: Do only what is needed, no more, no less; and do no harm.

Prudent Principle 4: Reduce inappropriate variation using evidence based practices consistently and transparently.

The Commission will re-affirm the need for a prudent approach to health and care in which a co-productive approach reflects the need for wider culture change across Wales, not just in the NHS. Further effort, focus and accountability across the board will be identified along with wider opportunities to enhance its impact and outcomes applicable across wider public services in Wales.

The Commission will;

- Monitor and challenge to ensure prudent transformation happens
- Establish and promote key indicators underpinning each principle.
- Identify and support opportunities for all organisations, professional groups and the public to embed these within their culture.
- Utilise the Bevan Innovators, Innovation Hubs and other opportunities as a means to create wider social movements for change from within organisation.

4. A Quality Systems approach to service improvement

There are currently too many and sometime conflicting metrics, indicators and targets used across Wales. This is further compounded by the overlapping and often contradictory roles, regulation and inspection functions across different regulatory organisations and boundaries. This can lead to confusion, inefficiencies and a clear lack of person centred, coordinated care with sound outcomes.

The Bevan Commission will identify the most useful of these in improving quality, driving integration, efficiency and prudent healthcare in practice, to improve well being and health. This will need to be based upon an independent standard quality standards system, using SMART governance objectives and a whole society approach, underpinned by legislation.

The Commission will;

- Review and map the Health and Social Care regulatory landscape in Wales.
- Provide guidance on the development of an externally audited, mandatory prudent quality system for all public services in Wales.

- Engage all partners in developing and implementing a framework to support the translation of this in practice.
- Identify the data and information needs
- Make results transparent, comparable and publically available across Wales.

5. Integrated Prudent thinking in practice

The need for a fully integrated health and care system, where the needs of the individual are at the forefront, is well recognised. Devolution provided Wales with the opportunity to address this through the development of integrated Health Boards, yet the benefits of this approach have yet to be fully realised. Some great examples already exist, but there is no consistency, appetite or means to spread and adopt good practice. Fully integrated working must become the norm; a necessity and an accountable process. Integrated thinking and practice, including joint training, joint roles, responsibilities and budgets should all help ensure the public needs, not the organisations, are put first.

The Commission will help drive this forward by; involving people in shaping services and making decisions; helping people to identify and make things better, managing risk with others; removing barriers and identifying incentives to help people get the care they need; and ensuring Local Health Boards and trusts take advantage of Wales uniqueness to deliver integrated services.

The Commission will;

- Undertake a review providing further advice and key actions needed to ensure this is translated into practice, maximising the opportunities within the Social Care and well Being Wales Act 2014 and the Well Being and Future Generations Act 2015.
- Identify examples of scalable prudent integrated practice and drive the proactive uptake of these.
- Work with others to explore the potential of an integrated inspectorate system.
- Set out advice on achieving an integrated prudent workforce.
- Engage the public (Bevan Advocates) in identifying opportunities for better integration across primary, secondary and wider social care.

6. One Health – Pathfinder for One Health Wales: people’s wellbeing and planetary health

The scientific case for a planetary health approach was well established in a July 2015 report in the Lancet ‘Safeguarding Human Health in the Anthropocene Epoch’, which detailed the ways in which degradation of natural systems harms the health of individuals, families, and communities around the world. Only through full implementation at the national level can public and planetary health be assured and proposed engaging with communities to consider adopting similar, national regional and local approaches as the Wellbeing of Future Generations Act [Wales] 2015.

The Bevan Commission is already addressing a social model of health and a Pathfinder (a route map) for ‘One Health Wales’ would link action to reduce environmental damage with improved outcomes for the health of the people of Wales and would be complementary and in line with the Wellbeing of Future Generations [Wales] 2015 Act.

The Commission will;

- Undertake further work to assess the potential and impact of planetary health in Wales
- Assess the opportunities for the development of a One Health Wales Pathfinder for Peoples Wellbeing and Planetary Health
- Develop dialogue to further inform its thinking around this and the links with and opportunities to inform wider policy developments
- Propose targeted actions as part of a Pathfinder approach' to drive this work forward across Wales