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**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE

# Transformation Fund Evaluation Summary

**February 2022**

The North Wales Transformation Programme for health and care was funded by Welsh Government during 2020 and 2021 as part of the strategy, A Healthier Wales.

It focussed on:

- 1) Community services
- 2) Children and young people
- 3) People with learning disabilities
- 4) Mental health

Programme aims:

- To provide early intervention and preventative care to help people stay at home and remain independent for as long as possible.
- To improve people's experience of services by improving integration, reducing the barriers between existing services and providing seamless care.
- To improve service user outcomes and to prevent crisis.

The programme successfully promoted the use of digital technologies; developed tools, policies and training to support integrated working and achieve 'what matters' to individuals; implemented new models of care to support children and young people; improved support for people with learning disabilities; and set up iCAN Community Hubs and other support for people with mental health issues, including employment support. The pandemic had a major impact on the programme taking staff and focus away from transformation, despite accelerating digital transformation.

The programme evaluation highlights the importance of senior leadership, a clear vision for partnership working, long-term funding commitments and involvement of people who provide and use services in transforming services. The next steps are to embed the new models, roll out the successful pilot projects and implement the recommendations for future regional work.

There are **maps and a glossary** at the end of this document.

# 1. Community services

Developing locality-based Community Resource Teams to improve health and well-being, provide care closer to home and reduce demand for services such as hospital admissions.

## Programme impact

Some successes, particularly with the digital transformation, but the project did not deliver the overall objectives. This was largely due to Covid-19 leaving staff little time to focus on transformation, but there were also some difficulties with joined-up planning and the approach, which was to use change agents funded by the programme to work alongside operational staff.

### 1.1 Locality development

Locality level working was not practical so leadership arrangements are now at a county level with operational delivery in localities. The project produced a roadmap and workbook to support place-based working, carried out a legal scoping exercise and locality needs assessments.

### 1.2 Workforce and operational delivery

- West area: Supported local teams and operational managers to organise Community Resource Teams and develop a Multi-Disciplinary Team approach to complex patients. Significant differences of opinion between health and social care teams on the vision for integrated working have had an impact on pace and effectiveness.
- Central area: Worked with Skills for Health to develop a competency-based workforce model for all Community Resource Team staff.
- East area: Social work teams were already co-located with community health teams, but Multi-Disciplinary Team working is now in place supported by Care Coordinators. In response to the pandemic the programme supported new posts and teams at Marleyfield House to support discharge from hospital.

### 1.3 Digital transformation

- Data sharing agreements in place.
- All district nurse teams now have E-scheduling (Malinko) and smartphones.
- A proof of concept business intelligence dashboard created for mental health services in the Central Area.

- The South Wrexham Pacesetter provided equipment and training for District Nurses to access and use the Primary Care record.
- Single approach to virtual consultations agreed for North Wales and shared with frontline staff.
- Digital communities project delivered with 427 iPads and other equipment provided to care and nursing homes, hospitals and hospices to allow virtual visiting, remote consultations, access to remote support and training for staff.

## **1.4 Community development**

Promoting the role of the third and community sector in supporting well-being, inclusion and participation and coordinating social prescription.

- Community Catalysts commissioned to manage micro-commissioning projects in Wrexham, Denbighshire and Gwynedd.
- Dewis Cymru uploaded on the home screens iPads loaned as part of the digital communities project.
- Elemental software reviewing social prescribing initiatives across the region.

## **1.5 Sustainability planning**

Increasing the scope of community based health and social care delivery. Grant review in the Central Area.

- Data analysis for the Right-sizing community services for discharge programme.
- Central area whole-systems analysis results collated, analysed and triangulated with evidence from other workstreams.
- Results Based Accountability and SIPPs Framework training delivered (Seamless Integrated Pathways for People formerly Integrated Pathway for Older People, IPOP). Framework implementation in Central Area.

## **Conclusions and next steps**

To close the programme and share the documents and tools produced. As much of the work to develop new services took place within counties, it is recommended that they continue to fund and develop this work.

## 2. Children and young people

Early intervention and intensive support to achieve better outcomes for children and young people without recourse to costly, long-term statutory intervention and care.

### Programme impact

#### 2.1 Emotional well-being, health and resilience

- **Regional mental health and emotional well-being framework:** Framework created for 8 to 11-year-olds to provide guidance on emotional health and information on when it is appropriate to seek help and where from. Frameworks for other age groups in development. Activities for schools to support the framework have been distributed and the framework will be supported by a digital platform developed through a Small Business Research Initiative (SBRI) Challenge.
- **StayWise Cymru:** New website developed with the Welsh Emergency Services as an educational resource for schools on safety, health and wellbeing.
- **Friends Resilience:** Completed and launched a Welsh translation of the Friends Resilience Training Programme material, which provides teachers and others working with young people, skills to build emotional resilience.
- **Early help:** Implemented a range of projects to provide early help for children with additional needs.

#### 2.2 Early help for children with additional needs

- **West area:** Multi-agency training programme for Children's Services staff to deliver trauma informed care and support, with 96% of participants saying they felt better equipped to support the families and young people they worked with. Building Community Resilience grant scheme to support immediate needs of children and families created by the pandemic, such as providing activities, play areas and equipment and emergency food.
- **Central area:** Pilot Local Integrated Family Service (LIFT) offering targeted support for children and young people beginning to show challenging behaviours. Supported 50 cases July to November 2021, interventions for 27 families and quick and effective advice, consultation and support for professionals working with the other families.

- **East area:** Building Community Resilience project funded a ‘social prescribing’ type post was funded to connect families with appropriate provision in the voluntary and community sector.

### 2.3 Edge of care – assessment and support teams

Three new intensive support services for children with emotional and behavioural difficulties to prevent them becoming looked after, enable family re-unification and/or a quality assessment to inform an appropriate placement and support package.

- **West area:** Gwynedd & Mon Transformation Team. Progress slowed due to focus on early help during the pandemic and recruitment difficulties but a service is now in place. Included an effective Child Protection pilot which has reduced ‘drift’ in child protection cases, clarified thresholds, improved case conference structure and created tools and resources. Planned roll out to rest of North Wales.
- **Central area:** Bwthyn y Ddol service. Bespoke model of care working intensively with all family members using therapeutic interventions to tackle root causes. The clinical psychologist-led team worked with 11 families by end of October 11 families. A residential facility for emergency, short term placements for assessment and support is planned next.
- **East area:** Multi Systemic Therapy Service (MST). An evidence based, intensive family and community intervention that works with all those around the young person. Supported and licenced by MST UK, the service delivered the programme to 44 families between May 2020 and September 2021, with 35 completions. Phase 2 includes residential provision due to open Spring 2022 with a new team trained to deliver the residential version, Multi Systemic Family Intervention Transition Team (MST FIT).

“She took the pressure off me. I could off load to her. We spoke about all aspects. It was 100% priceless. I can’t praise her enough” (MST parent participant)

### Conclusions and next steps

The children and young people’s programme created tangible change for some of the most vulnerable children in society, notably those who previously fell between service gaps and were at risk of long term residential care. It is recommended that the work continues and is supported with long term funding. The services require stability, particularly the edge of care services, as they embed the model and develop residential models of care.

## 3. People with learning disabilities

The North Wales Together: Seamless services for people with learning disabilities programme aimed to transform the lives of people with learning disabilities to achieve what matters to them. Changing society to give equal access including to education, employment, housing, relationships and health and well-being.

Co-produced with people with learning disabilities.

### Programme impact

#### 3.1 Integrated structures. Providing joined-up care.

- New partnership between Betsi Cadwaladr University Health Board (BCUHB) and Anglesey County Council to pilot a pooled budget approach to health and social care assessments, plans, reviews and funding allocations.
- New posts to support transitions including a regional Wellbeing Transition Coordinator.
- Regional transition pathway from children to adult services.
- An Additional Learning Needs (ALN) report for the region which highlights the new law and requirements so young people can achieve what's important to them as they transition to adulthood.

#### 3.2 Workforce development

- Values and behaviours framework co-produced with citizens.
- Created e-learning modules for staff on how to support citizens to live a good life.
- Raised awareness and shared best practice in Active Support (AS) and Positive Behaviour Support (PBS) through a new regional Community of Practice that has 139 members including families as well as professionals.
- Increased availability of the BTEC diploma in PBS at levels 3,4 and 5 across the region as well as promoting Active Support training including use of the AS app.

#### 3.3 Health and well-being

- Easy to read advice and 'Get Checked Out' website, raising awareness of health checks, wellbeing services, and staying well during the pandemic.
- Providing IT equipment and help to get citizens and their families online and connected.
- 14 health check champions, all with a learning disability, recruited and now leading the design and delivery of health and wellbeing sessions.

“I came to the workshop and I learned new things about Health Checks. I found it easy to understand. I will be going to my Health Check very soon. I will tell my friends about it”. (Person with a learning disability, Peer Education Health Project)

### **3.4 Commissioning accommodation and support**

- ‘Closer to home plans’ for young people close to transition.
- Planning housing types that will meet the needs of the current and future population with Registered Social Landlords (RSLs).
- ‘Ordinary residence’ protocols and agreements to facilitate people moving between counties.
- Planning for individuals with complex support and accommodation needs, taking a co-production approach to find in-county solutions.
- Consultation completed and early work underway to facilitate the relocation of people (all ages) with a learning disability who are currently accommodated out of county but would like to be closer to their family, friends and community.

### **3.5 Community and culture change**

- Empowered people with learning disabilities to co-design, co-deliver and co-evaluate 15 community projects, called an Alternative Delivery Model (ADM).
- Invested in the personal assistant (PA) workforce including developing PA eLearning modules and a new PA portal.
- Imagineer trained new support brokers and assisted citizens to feel more empowered when recruiting PAs and exploring support options.

“When we began he was feeling isolated... Now he is fully accessing community activities again and has a part-time job, having been supported back into using public transport by his support.” (Imagineer Support Broker feedback)

### **3.6 Assistive technology**

- Hardware including phones, iPads, laptops and software.
- Support to help people get online and use technology including the ECRS/ Health laptop project to support people to use technology for virtual GP or hospital appointments, buddies and support for voluntary organisations.
- Shared the Innovate Trust Insight app (safe social media environment for families and social care professionals) with partner organisations.
- Tech library with over 50 loans of equipment including: tablets/phones, Fitbit, VR headset, Alexa, projector, portals, watches (trackers), dongles, C-pen.

- Facebook page and website provide forums for sharing news, events and information.
- Digital Communities Wales has reviewed their online training materials and made them more inclusive for people with learning disabilities and have partnered with Hft and Clwyd Alyn Housing Association to run training for job seeking interns.
- Technology strategy produced and shared.

### **3.7 Employment**

- New multi-agency regional Employment Strategy Steering Group which aims to have a strategy agreed by March 2022.
- New supported internship project based at Glan Clywd hospital, Denbighshire.
- Agoriad Cyf delivered a course 'raising the profile of employment as a life aspiration' to eight young people with learning disabilities at college.
- New resource to support transition and promote employment co-produced by members of TAPE's Community Music and Film youth club.
- Through the programme's transformation fund, 15 people with learning disabilities have gained paid employment.
- New employer toolkit promoting the business benefits of employing people with learning disabilities.
- 4 Business benefit workshops run in early 2022. TAPE has co-produced a film for employers to be launched at the workshops.

## **Conclusions and next steps**

The programme was successful at raising the profile of learning disabilities at the Regional Partnership Board. Many of the projects will either become self-sufficient or come to a natural end. Successful projects should be scaled up, the community and voluntary sector should continue and regional work is still needed to progress integration of health and social care. Agreed priorities for next steps are:

- Community and culture change including the peer led Health Check programme
- Accommodation including integrated approaches to commissioning
- Employment
- Technology
- Early intervention, prevention and transition for children and young people with learning disabilities.



## 4. Mental health

The iCAN programme (independent – connective – active - networked) to implement a more integrated, innovative care system and culture which prevents, but where necessary, responds effectively to episodes of acute mental health need and crisis. Part of the North Wales Together for Mental Health (T4MH) strategy.

### Programme impact

#### 4.1 iCAN Community hubs

Set up 8 community hubs across North Wales working with third sector partners to offer easily accessible support, signposting and a safe environment. Adapted to provide virtual support during the pandemic and the 'Stay Well' phone support service. Face-to-face support returned April 2021. Around 900 people supported each month across the hubs with an average 30% improvement in mental well-being reported and estimated 53 GP appointments avoided.

“Having been diagnosed with a mental illness floored me, scared me and cost me a job I'd slogged at for 10 years. KIM gave me the space to get through the hard times and express myself through art, and a space to feel safe, to voice my thoughts and opinions and some giggles too!” (iCAN hub participant, provider partner KIM Inspire)

#### 4.2 iCAN Primary Care

Pilot project locating specialist Occupational Therapists in 4 GP Surgeries offering counselling, advice, signposting and onward referral to around 470 individuals. Responded to a wide variety of mental health and wellbeing issues and made interventions including anxiety/mood management, self-management advice, onwards connection to other resources (e.g. iCAN Hubs), relaxation/mindfulness, goal setting and sleep hygiene. Reported 55% improvement in quality of life for participants.

#### 4.3 iCAN Work

Rapid access to intensive specialist employment support for people with mental health needs. Initial programme successful and phase 2 expansion now underway into more primary and community health settings. Nearly 950 referrals received with 700 accessing iCAN Work support services of which 24% were supported into work. Participants reported increased well-being and reduced anxiety and depression.

#### **4.4 iCAN Digital**

Evaluation of online mental health tools including Daylio, Serenity and Silver Cloud (online CBD), which found that the access to immediate support maintained people's wellbeing and 63% saw therapeutic progress and improvement. People were reassured by having access to the app any time and the mood reporting functions and links meant deterioration was detected early and interventions put in place. As a result, other community hubs received training to support people to access these online mental health tools.

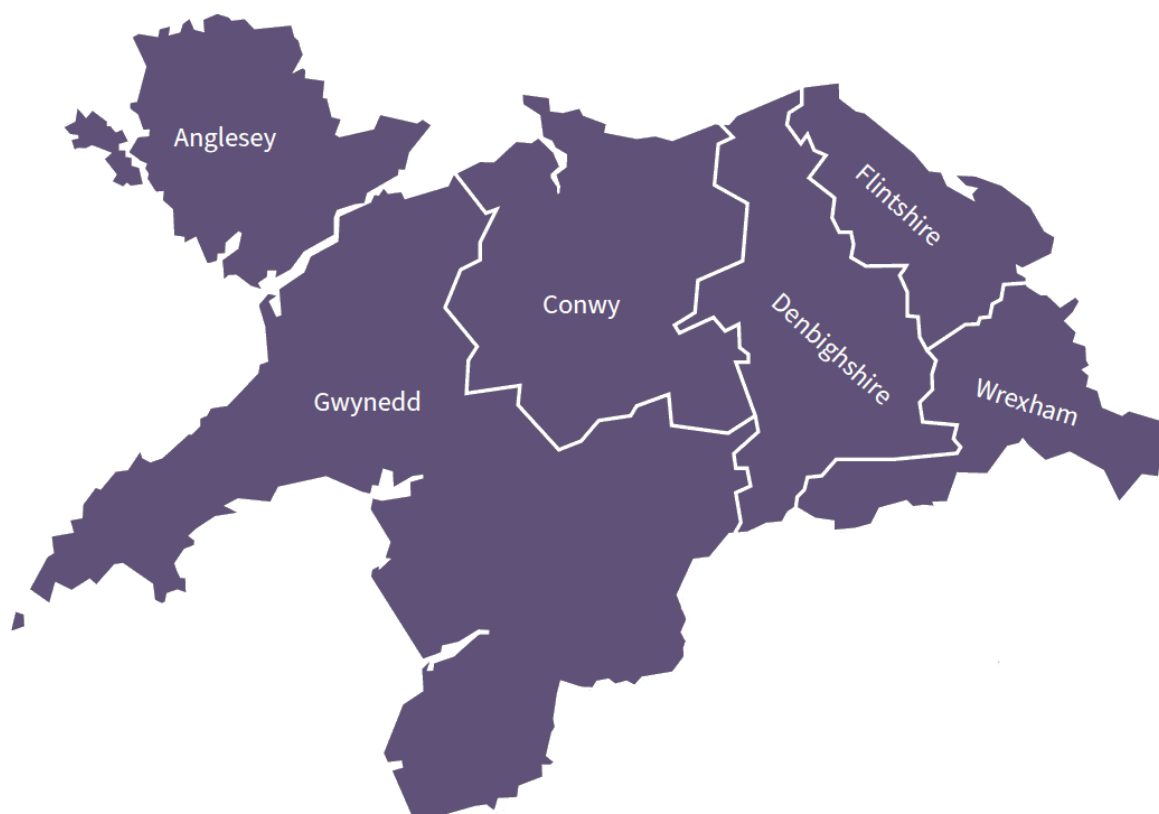
#### **Conclusions and next steps**

The iCAN programme used a detailed data collection framework which shows all parts of the service are being used widely and achieving a measurable impact on participants' mental well-being. Funding has been secured to continue some elements including iCAN Work and iCAN Primary Care (although the exact model is yet to be agreed). Funding opportunities are being explored for iCAN Community Hubs which will incorporate iCAN Digital. Partnership working is needed to fully embed and integrate these early intervention and preventative services for mental health.

# Glossary

- Area** North Wales is split into three areas for health board planning purposes. These are the West area (Anglesey and Gwynedd), Central area (Conwy and Denbighshire) and the East area (Flintshire and Wrexham)
- Primary care cluster** A group of GP practices and partner organisations that work together in a specific geographic area.
- Locality** A local area for organising health and care services. There are 14 localities in North Wales based on the same geography as primary care clusters.
- County** Local authority or council area. There are six in North Wales. Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham.

## North Wales councils



## North Wales primary care clusters



- 20 Anglesey
- 21 Arfon
- 22 Central & South Denbighshire
- 23 Conwy East
- 24 Conwy West
- 25 North East Flintshire
- 26 Dwyfor
- 27 North West Flintshire
- 28 Meirionnydd
- 29 South Flintshire
- 30 North Denbighshire
- 31 South Wrexham
- 32 North West Wrexham
- 33 Central Wrexham

Please note, the clusters do not share exactly the same boundaries as the local councils. For example, Llangollen is part of Denbighshire County Council but the South Wrexham cluster.