

AUDIT COMMITTEE - 6TH MARCH 2013

SUBJECT: GWENT FRAILTY PROGRAMME COVERING REPORT

REPORT BY: DEPUTY CHIEF EXECUTIVE

1. PURPOSE OF REPORT

- 1.1 The Wales Audit Office, as part of their programme of works for the year 2012 carried out a review of the Gwent Frailty Programme. This report summarises the conclusions of the Regulator's review and also makes recommendations for future monitoring of delivery of any proposals for improvement flowing from the review.
- 1.2 Members have a critical role to play in evaluating Regulator reviews and in particular understanding what difference such reviews make to improvement of services for our citizens. They also have a clear role in monitoring progress in achieving report recommendations from the wide range of reviews undertaken.

2. SUMMARY

- 2.1 From 4 April 2011 Aneurin Bevan Health Board and Caerphilly, Monmouth, Blaenau Gwent, Newport and Torfaen Councils began implementing an ambitious integrated model of providing a range of health and social care services to frail people, called the Gwent Frailty Programme (Gwent Frailty). Gwent Frailty has legal status under a Section 33 partnership agreement between the Health Board and the five local authorities and is supported with £7.3 million of repayable Invest to Save funding from the Welsh Government.
- 2.2 Gwent Frailty has been developed in recognition that many aspects of current models of health and social care provision are unsustainable and that more effective whole system working is necessary to address increasing demand for services which meet frail individuals' needs. There is now more pressure to modernise services coming from the unfavourable economic climate and changing demographics, which are placing significant pressure on health and social care budgets.
- 2.3 The Programme is based on a "franchise model" with key core deliverables. However, there is flexibility within the model to meet specific circumstances within each of the five Localities delivering the Frailty services.
- 2.4 The overall performance of the Programme is governed via two main mechanisms,
 - 2.4.1 **The Gwent Frailty Joint Committee** - This consists of Directors of Social Services and the respective Cabinet/Executive members together with senior executives from the Health Board. This Committee focuses on the key strategic, financial and performance issues for the Programme and has certain delegated decision making powers under the Section 33 Agreement.
 - 2.4.2 **The Operational Co-ordinating Group (OCG)** - This consists of Heads Of Service from Local Authorities and senior operational staff from the Health Board. This Group is more operationally based and focuses on the running of the Programme and anticipated outcomes.

- 2.5 The Wales Audit Office review took place during the Spring of 2012 with the final report being available in November 2012.
- 2.6 In the context of the Gwent wide Programme the Wales Audit Office concluded that, “Partners are strongly committed to the Gwent Frailty vision and have created a sound Programme management framework to underpin it. Gwent Frailty is in the early stages of implementation and challenges remain to ensure it is sustainable, to change established behaviours and to demonstrate its impact”.
- 2.7 The report also provided seven proposals for improvement. These were:
1. Create a single suite of comparative performance information across Gwent Frailty based upon measures of outcomes for users, costs and sustainability. Develop consistent performance baselines against indicators in order to report and monitor progress; evaluate the impact of different approaches within the franchise; support reductions in unjustifiable variations; identify, assess and share good practice.
 2. Develop a framework to ensure consistent delivery of the joint scrutiny of Gwent Frailty programme across councils, supported by the Gwent Frailty dashboard performance reports.
 3. Agree criteria for referral to and acceptance by Gwent Frailty to target services more accurately at the intended user group. Engage with GPs and hospital clinicians to ensure referral systems are not bypassed and that referrals to Gwent Frailty are appropriate. To ensure medium-term and long-term sustainability of the Programme, clarify the implications of criteria, including profiling future demand; unit and total costs; hospital admissions, discharges and bed days; benefit realisation and risks.
 4. Address issues identified in the Gwent Frailty review of Single Point of Access (SPA) first year of operation, including compliance with referral procedures; improving: SPA functionality; calls handling; records access; information processing and also training and development for Community Resource Team (CRT) and SPA staff as well as referrers.
 5. Map out financial plans and demand projections beyond the initial three year plan for Gwent Frailty, to ensure it is sustainable.
 6. Undertake the review of Gwent Frailty and CRTs in operation, anticipated for the end of year one, to evaluate the effectiveness of different approaches to delivering the service and identify the impact upon Gwent Frailty and its users of variations in services within Gwent Frailty; and issues and constraints within the wider health and social care system, including seven day and out of hours working.
 7. Undertake a fundamental review of the IT programme intended to support Gwent Frailty implementation, encompassing issues including hardware; software; system integration; data capture; reporting; project scope; and progress.
- 2.8 The progress against these proposals will be overseen by the joint Committee.

3. LINKS TO STRATEGY

- 3.1 The project is based on a better-combined use of resources in order to sustain essential services for the medium and longer term.

4. THE REPORT

- 4.1 The Director believes the Regulator’s proposals and any subsequently agreed Action Plan should be monitored by the following route (**please tick**):

	For Decision	For Monitoring	Final Sign Off on completion
Corporate Management Team (CMT)			
Cabinet			
Scrutiny (state which)		X	
Audit committee			
Council			
Responsible officer only			

5. EQUALITIES IMPLICATIONS

- 5.1 The Local Government Measure defines fairness and access as one of the criteria that constitutes 'improvement' within the Wales programme for Improvement 2009.

6. FINANCIAL IMPLICATIONS

- 6.1 The financial framework of the Gwent Frailty Programme is set out in a Section 33 Agreement. The Programme is supported by repayable Welsh Government Invest to Save funding of £7.3 million, which is being used to "pump prime" the development of services. The longer-term financial sustainability of the Programme will be achieved through redirecting resources from reductions in hospital beds and residential and nursing home placements.

7. PERSONNEL IMPLICATIONS

- 7.1 There are no direct personnel implications arising from this report.

8. CONSULTATIONS

- 8.1 There are no consultees that have not been included in the overall report.

9. RECOMMENDATIONS

- 9.1 It is recommended that Audit Committee approves the programme of monitoring detailed in paragraph 4.1 of this report.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 To ensure Regulator reviews are appropriately managed and monitored across the Authority.

11. STATUTORY POWER

- 11.1 Local Government Measure 2009, Wales Programme for Improvement 2010.

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