



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>22 September 2020</b>	<b>Agenda Item</b>	<b>3.4</b>
<b>Report Title</b>	<b>Delivering an Integrated Public Health Model for Substance Misuse in Swansea Bay</b>		
<b>Report Author</b>	Dr Keith Reid, Executive Director of Public Health		
<b>Report Sponsor</b>	Dr Keith Reid, Executive Director of Public Health		
<b>Presented by</b>	Dr Keith Reid, Executive Director of Public Health		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	<p>This paper sets out the proposed approach to developing substance misuse services in the Swansea Bay / West Glamorgan area.</p> <p>There is agreement within the Area Planning Board on moving to a 'public health approach to tackling substance misuse' as part of a national pathfinder.</p> <p>This approach will have significant implications on the commissioning and delivery of services in Swansea Bay.</p>		
<b>Key Issues</b>	<p>The Regional Area Planning Board intends to alter the approach to delivery of substance misuse services to the population of Swansea Bay.</p> <p>The integrated model for substance misuse proposed is to change the relationship between the APB and both service providers and service users to deliver a more effective wrap around approach to tackling substance misuse.</p> <p>Part of the approach involves framing substance misuse as a health and social issue as a way of enabling community responses and lowering barriers to help.</p> <p>A new mechanism for the commissioning of services is proposed that also requires new ways of working by providers.</p> <p>There is strong support from Public Health Wales, the Police and Crime Commissioner and Welsh Government for the intended approach.</p>		
<b>Specific Action Required</b> <i>(please choose one only)</i>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>
<b>Recommendations</b>	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li><b>RECEIVE this paper on proposals to develop a new approach to the delivery of substance misuse services in the Swansea Bay UHB area</b></li> <li><b>ENDORSE SBUHB involvement in developing the proposals further</b></li> </ul>		

--	--

# **Delivering an Integrated Public Health Model for Substance Misuse in Swansea Bay**

## **1. INTRODUCTION**

This report sets out an update on the approach to be adopted in developing and delivering substance misuse services in the Swansea Bay / West Glamorgan area. There is significant support from the Police and Crime Commissioner's office and from Public Health Wales (PHW) national specialist team in Substance Misuse in developing this approach as a pathfinder to be rolled out to other regions in Wales.

## **2. BACKGROUND**

The Area Planning Board has agreed to pursue the development of a co-operative Public Health model for Substance Misuse as a pathfinder for a new approach in Wales. This pathfinder will be supported by Public Health Wales to ensure that a full evaluation can be undertaken to inform potential national implementation. This 'Public Health Model' will require cooperation between all relevant agencies and the development of a new commissioning and delivery framework.

In order to facilitate this approach there is a need to establish a joint funding agreement between the APB, the University Health Board, the Police and Crime Commissioner, the Probation Service and Welsh Government.

There is a need to establish a new governance framework and processes for the business change programme needed to develop and implement the new model. The new approach involves the development of a co-operative commissioning model of 'alliance contracting.'

It is proposed to draw on an expert advisory panel to support the development, implementation, monitoring and evaluation of this work programme and act as a critical friend to the Area Planning Board.

Critical to the success of the new approach is delivering effective and sustained engagement with the community. This involves both those who misuse substances and the wider communities in which they live. Different approaches are required with different parts of the community. The overall aim is to frame substance use and misuse as a health and social issue. This is fundamental to promoting prevention and early engagement with services as an effective and an appropriate response to the local situation.

Swansea APB has committed to explore this approach. It now needs to formally agree on the shape and pace of the programme of change. The APB will act as the principal governing body for the programme but constituent bodies will also need to be content about the overall approach and will be affected by the new arrangements. The APB will assure the ongoing viability of the project is maintained and will provide accountability to the Regional Partnership Board and Public Service Board for the decisions made and project progression.

## **3. GOVERNANCE AND RISK ISSUES**

This approach contains a number of identifiable (but not yet quantifiable) risks to the Health Board. These include risks associated with the disruption of financial flows that currently support substance misuses services delivered by SBUHB and consequential risks to the staff of SBUHB – in terms of employment and roles.

These risks need to be balanced with the opportunities presented by a combined commitment to deliver new and more effective services and to commit to developing a new model of service.

Risk is to be mitigated largely through the staged approach to implementation (all parties' agreement is required to move forwards at each stage initially) and the use of a programme management approach.

The aim of the approach is to improve access to and effectiveness of services within a constrained resource envelope. Engagement and other technical approaches (including equality impact assessment and health equity assessment) will be used. These approaches will help shape the development of services in a way that improves access and delivers outcomes that reduce health inequities.

#### **4. FINANCIAL IMPLICATIONS**

Currently the financial implications are unquantified.

Additional external financial resource has been identified to assist with further development of the concept and proposals and will be available during initial implementation if a decision is made to proceed. This includes a contribution from the Police and Crime Commissioner.

There will be a need to establish a mechanism to pool funding between different agencies involved in the commissioning and delivery of substance misuse services. It is also proposed that any new commissioning entity of arrangements allow for better risk share between partners involved.

A staged approach is being adopted which will allow development of detailed proposals for the model, enabling an understanding of the financial implications to be gained by each member of the partnership before a decision to proceed is made.

#### **5. RECOMMENDATION**

The Committee is asked to note the report and support the continued involvement of SBUHB in further developing the approach.

The Committee is asked to note that any SBUHB commitment to any model developed as part of this approach is subject to the normal governance procedures and is not assumed by the endorsement sought today.

<b>Governance and Assurance</b>		
<b>Link to Enabling Objectives</b> <i>(please choose)</i>	<b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b>	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	<b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
<b>Health and Care Standards</b>		
<i>(please choose)</i>	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input type="checkbox"/>
<b>Quality, Safety and Patient Experience</b>		
<p>Implementing this approach is intended to improve the alignment of services with individuals' and our communities' needs and thus improve the effectiveness of services in reducing the harm from substance use and misuse. Action is aimed at providing a more wrap around range of services that reduce the need for patients to move between providers.</p>		
<b>Financial Implications</b>		
<p>Currently the financial implications are unquantified.</p> <p>Additional external financial resource has been identified to assist with further development of the concept and proposals and will be available during initial implementation if a decision is made to proceed.</p> <p>There will be a need to establish a mechanism to pool funding between different agencies involved in the commissioning and delivery of substance misuse services. It is also proposed that any new commissioning entity of arrangements allow for better risk share between partners involved.</p> <p>A staged approach is being adopted which will allow development of detailed proposals for the model, enabling an understanding of the financial implications to be gained by each member of the partnership before a decision to proceed is made.</p>		
<b>Legal Implications (including equality and diversity assessment)</b>		
<p>The Alliance contracting framework which is being considered as the approach has been trialled in England and legal aspects of this have been worked through. However, the ultimate model to be adopted has not yet been agreed.</p> <p>There is support from Welsh Government to provide access to expert advice on the legal implications of proposals.</p>		
<b>Staffing Implications</b>		
Staffing implications are currently unknown.		

There may be changes in the roles and numbers of health board staff involved in delivering substance misuse services but these are not yet known or quantified. There is a clear intention to engage with specialist staff in developing the proposals but this will be distinct from any engagement or consultation required by employment law or good HR practice.

### **Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)**

Briefly identify how the paper will have an impact of the “The Well-being of Future Generations (Wales) Act 2015, 5 ways of working.

- **Long Term** – The proposed approach is intended to deliver better services to minimise the harm associated with substance misuse and to reduce the legacy of substance misuse issues in our communities.
- **Prevention** – Acting to prevent substance misuse will form a central part of the overall approach.
- **Integration** – Substance misuse affects the whole community and impacts on physical, social and mental well-being, crime, and the environment. It also has economic impacts. Tackling substance misuse effectively delivers on a wide range of well-being objectives for partner agencies.
- **Collaboration** – At the heart of the proposal is a new joint approach bringing together agencies and the community to develop appropriate responses tailored to local situation.
- **Involvement** – Efforts will be made to work with whole communities in developing and delivering the new approach. This includes reframing substance misuses as primarily a health and social issue.

#### **Report History**

This report has not been considered previously by this Committee or any other Board Committee.

#### **Appendices**

The document “Integrated Public Health Model for Substance Misuse” has been circulated with this cover sheet.