



An opportunity to work with us

Specification: Support to understand the characteristics of a National Wellness System

Introduction

This specification is open to anyone interested in an opportunity to work with the office of the Future Generations Commissioner for Wales. The overall outcome we are seeking is a shift to long-term holistic approaches across the NHS, this opportunity will be supporting building on the vision set out in Welsh Government's 'A Healthier Wales' to:

- 1) Identify what the characteristics of a National Wellness System in Wales would be?
- 2) How could it be funded?
- 3) How could Welsh Government measure its performance based on the characteristics identified?

We welcome applications from interested individuals or consortia on individual or all elements of the work.

Before submitting a proposal, we also advise interested providers to familiarise themselves with:

- The requirements of the [Well-being of Future Generations \(Wales\) Act](#);
- The Act's associated statutory guidance: [Shared Purpose, Shared Future](#);
- Welsh Government's [Healthier Wales strategy](#)
- The Bevan Commission's ['Measuring healthcare outcomes - a complex system'](#)
- [Public Health Outcomes Framework for Wales](#)
- Nuffield Health's ['A decade of austerity in Wales? The funding pressures facing the NHS in Wales to 2025/26'](#)

Proposals should be sent to contactus@futuregenerations.wales 'FAO Elle Henley-Herat' by 5pm on Monday 16th September. If you are shortlisted, you will be invited to present your ideas at a session during the week commencing 23rd September with a view to beginning the work week commencing 7th October.

For further information, please contact Elle Henley-Herat - Elle.Henley-Herat@futuregenerations.wales

Context

"We hope that what Wales is doing today the world will do tomorrow. Action, more than words, is the hope for our current and future generations." - Nikhil Seth, United Nations

The Well-being of Future Generations (Wales) Act 2015 ("the Act") is about improving the social, economic, environmental and cultural well-being of Wales. The aim is to make public bodies think more about the long-term, work better with people, with communities and each other and seek to prevent problems occurring and tackle common issues by taking a more joined-up approach.

To make sure we are all working towards the same vision, the Act puts in place seven well-being goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh Language
- A globally responsible Wales

The Act introduced a new Future Generations Commissioner for Wales ("the Commissioner") - the guardian for the interests of future generations in Wales. Her role is to support the 44 public bodies, including the Welsh Government, to work towards achieving the well-being goals and to monitor and report on their progress. You can find out more about the role of the Commissioner [here](#).

The Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act. Public bodies need to make sure that when making their decisions they take into account the impact they could have on people living their lives in Wales in the future. There are five things that public bodies need to think about to show that they have applied the sustainable development principle. Following these ways of working will help us work together better, avoid repeating past mistakes and tackle some of the long-term challenges we are facing.

Five ways of working

Long-term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

Collaboration - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Involvement - The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

With health and social care budgets feeling the squeeze while demand on other public services increases, the need to find ways to improve people's well-being that are affordable and effective is one of Wales' biggest challenges for public services. Business as usual is failing to deliver preventative healthcare that empowers people to improve their own health and well-being. Despite improvements, we're yet to see the wide-scale shift to prevention within healthcare that's required to lessen demand on our stretched public services as our population continues to increase as well as live longer.

There are many strategies encouraging the shift to more preventative and community based well-being such as 'A Healthier Wales' which gives a clear strategic vision, however it does not set out how this could look in practice on the ground, and we question how much this is driving the truly transformative action across public services, including outside traditional health and social care, which would be needed.

The work

The work will have three areas of focus, we welcome interest from those able to support individual areas or all three.

1) Identify what the characteristics of a National Wellness System in Wales would be.

We are very keen that this work should not contradict or duplicate the existing strategies such as 'A Healthier Wales', but should build on the vision, set out in a positively challenging way. This work should look at the relationship between national and local delivery, including where current barriers are perceived to be, identifying characteristics and values for a national approach which if incorporated would transform the way services are delivered on the ground, fostering local autonomy to achieve the vision in a way which meets their areas needs and assets, focussing on outcomes rather than outputs.

2) How a National Wellness System could be funded.

Evidence suggests that only 15-20% of a nation's health and well-being is dependent on healthcare services and yet over 50% of the Welsh Government's budget is allocated to health spending - a paper from Welsh Government to the Health Social Care and Sport Committee applies the prevention definition to NHS Wales expenditure and sets out that 74% of spend is on acute services and 20% on tertiary prevention for the 2019/20 budget. This work will look to build on the report by Nuffield Trust exploring e.g.

- Why funding is as it is and the levels of increasing demand;
- The main drivers of acute spend;
- The political pressures;



- How the budget can be shifted to more primary preventative spend to achieve the characteristics identified;
 - What a new funding model for a National Wellness System could look like and how this would relate to numerous Welsh Government funding streams.
- 3) How could Welsh Government measure its 'performance' based on the characteristics identified. Performance measurement often drives the way services are delivered in order to meet their targets and can encourage silo working, protectiveness and prioritisation. It also creates gaps in knowledge, if we are not measuring the 'right things' how do we know whether it is changing? This aspect of the work will build on that of the Bevan Commission and Public Health Wales, and will seek to explore and propose 'performance' measures which will act as drivers for change where it is needed most in understanding the desired outcome, these will also be able to monitor progress and indicate whether we are moving towards achievement of a National Wellness System. As such this work should include seeking to shift the focus from short to long-term, and from outputs to outcomes ensuring that what is being measured is whether citizens and their communities are getting the best and most appropriate service.

The work needs to deliver key outcomes by the end December 2019 in order to inform the Commissioners Future Generations Report, aside from this the below timescales are indicative, we are happy to receive proposals which suggest alternative delivery arrangements.

Oct - Dec	Initial research and scoping to include desk based and stakeholder engagement
Dec - Jan	Drawing together conclusions and options for recommendations
Jan	Finalisation of chosen recommendations for inclusion within the Future Generations Report
Feb	Production of final report for internal and external use.

The Commissioner will establish a working group of experts to act as a 'sounding board' and advise her on the work.

The provider/s will need to:

- A) Work with the Commissioner's office to agree a project plan within the timescales for delivery.
- B) Agree an approach to the project in a way that uses the five ways of working within the Act (see above).
- C) Have a willingness to work collaboratively, in partnership with others.
- D) Build on previous recommendations and expectations issued by the Commissioner; as well as looking at best practice from elsewhere.

E) Collate evidence gathered into a series of outputs (for both internal and external use), written in Plain English and easily accessible.

F) Provide any raw data and analysis to the Commissioner for the internal use of the office.

Our indicative budget to complete this work is £25,000.

The provider/s will work with the Commissioner between September 2019 and January 2020, with a view to publishing recommendations in December 2019.

A contract detailing the terms and conditions of the work will be agreed between the provider/s and the Commissioner prior to the start of work.

The requirements

The following requirements are mandatory:

- Experience of analysing large amounts of information to form broader conclusions;
- Familiarity with the Health sector within Wales, and the economic, social, environmental and cultural determinants of health;
- Familiarity with models of investment in health services and broader public services;
- Comprehensive understanding of what the Well-being of Future Generations (Wales) Act is aiming to achieve, both through legal requirements and its broader intentions;
- Demonstrable commitment to working in new ways that support implementation of the Act, maximising opportunities for learning and relationship building with the Commissioner's office and contributing to other areas of work in development.

In addition, it would be helpful if you have experience of working in fields related to:

- Prevention and preventative spend
- Alternative models of health and well-being

Your proposal

Your proposal should include:

1. The approaches you would take to deliver the work detailed above.
2. How you would meet the requirements outlined above deliver the work in a manner which supports the Commissioner's emphasis on collaboration, partnership working and maximising learning.
3. Ideas for undertaking this work in an innovative and inclusive way with particular reference to how the Commissioner and public bodies can use the analysis to further the aims of the Act.
4. A full breakdown of costs against outputs.



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**Cenedlaethau'r
Dyfodol**
Cymru

**Future
Generations**
Commissioner
for Wales

Timescales

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A contract will then need to be agreed between the provider/s and the Commissioner.