Transforming Health Improvement in Wales (THIW) Programme

Programme Definition Document

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| Date: | 16 October 2014 | Version: 3 |

Publication/ Distribution:
- Public Health Wales Executive Team
- THIW Programme Board
- THIW Programme Delivery Team
- THIP Intranet and Website

Purpose and Summary of Document:
To define the programme of activity initiated by Public Health Wales as the organisation’s response to the Health Improvement Review and the resulting report *Transforming Health Improvement in Wales* published in September 2013.

Work Plan reference: Transforming Health Improvement in Wales Programme (THIW Programme)

Review date: April 2015
1. **Background**

In 2011, Sir Mansel Aylward conducted a review of national health improvement programmes in Wales. His review recommended that consideration should be given more fully to the future direction of health improvement and the associated programmes. The then Minister for Health and Social Services consequently asked Public Health Wales to undertake a full review.

The review report *Transforming Health Improvement in Wales* was the product of this full review process and published in September 2013. It articulated an ambition for Wales to be world-leading in maintaining and improving population health.

The THIW Programme is Public Health Wales’ internal response to the report.

2. **THIW Programme Purpose**

Urgent action is required to address health inequality across Wales. The THIW Programme will deliver Public Health Wales’ contribution to the overall vision of the Review Report i.e.

*delivering transformational change to the way health improvement action is planned and delivered for the population of Wales, specifically by maximising opportunities to increase focus, capacity and resources.*

Whilst the Benefits are unlikely to be realised in the lifetime of the THIW Programme, Public Health Wales will contribute along with others to the following:

Baseline: 23% of the population smoking in 2011/12 (Chief Medical Officer for Wales Annual Report, 2012-2013)


Baseline: A range of indicators is being measured in an Annual Report on Working Together to Reduce Harm by Welsh Government against baselines established with 2006/07 data.


Baseline: Percentage of people reported to be overweight or obese by broad age group in Wales 2009-2012 (Public Health Wales Observatory, 2014)

- Age 16-44  49%
- Age 45-64  67%
- Age 65+  60%


Baseline: A range of indicators is being measured in an Annual Report on Together for Mental Health by Welsh Government
against baselines established with 2010 data.

5. An increase in the take-up of physical exercise to do ‘one day more’:
   • Adults: Average point of activity of 3.4 days per week by 2020.
   • Children: Average point of activity of 4.9 days per week by 2020.
     (Creating an Active Wales, Welsh Government, 2009)

Baseline:
   • Adults: Average point of activity of 2.4 days per week in 2008.
   • Children: Average point of activity for 11 to 16 year olds of 3.9 days per week in 2008.
     (Creating an Active Wales, Welsh Government, 2009)

3. THIW Programme Scope and Objectives

a. Scope

The THIW Programme includes all nationally led health improvement activity within the direct financial envelope of Public Health Wales.

The THIW Programme is time bound with an early delivery commitment of March 2015, and a two year period beyond to March 2017. Outputs and timescales will be clearly defined in the THIW Programme Plan.

b. Objectives

The THIW Programme specifically aims to achieve the following three Priority Objectives:
i. Leading change at a national level in health improvement - by example, facilitation, and influence - in relation to the key risk and protective factors identified by evidence i.e. smoking; obesity; physical activity; dietary risks; occupational risks; alcohol use; drug use; resilience and emotional literacy.

ii. Changing the way that Public Health Wales conducts business internally to be consistent with the ambitions described in the THIW Review Report. This includes developing an effective framework which not only creates a robust process within which future health improvement programmes are commissioned but also supports the ongoing performance management of programmes to ensure they remain cost effective, evidence based and fit for purpose.

iii. Reviewing and refining Public Health Wales’ portfolio of health improvement programmes with a view to continual improvement and achieving excellence.

There are further objectives suggested by the THIW Review Report that are outside the scope of the THIW Programme at this stage. However achievement of Objectives 1 to 3 above will impact on these and they remain as longer term objectives which may be adopted at a later Stage of the THIW Programme.

iv. Engaging all sectors of society in a movement to improve health and deliver ‘large scale change’ across Wales.

v. Reducing health inequality and increasing healthy life expectancy as a focus of large scale change.

v. Improving outcomes for specifically targeted key population groups as a primary focus.
4. **THIW Programme Approach**

The THIW Programme is undertaken in the context of the Welsh Government’s drive for ‘Prudent Healthcare’; an approach to tackling the challenges of rising costs and increasing demand for healthcare, while continuing to improve the quality of care. It is built on the following principles:

- Do no harm.
- Carry out the minimum appropriate intervention.
- Organise the workforce to around the “Only do, what only you can do” principle.
- Promote equity.
- Remodel the relationship between user and provider on the basis of co-production.

The THIW Programme will adopt these principles in taking a ‘Prudent’ approach to health improvement.

Public Health Wales will deliver the THIW Programme through its strategic approach of:

1. Leading the public health system to define effective services and prioritised actions.
2. Mobilising others to develop community solutions to health problems.
3. Delivering services where there are distinct advantages to doing so.

A key tool for affecting the changes which need to take place will be the robust adoption of Project Management methodologies which support the principles of:

- A continued Programme justification
- Learning from experience
- Defined roles and responsibilities
• Management by Stages
• Management by Exception
• Focus on the products
• Tailoring the programme to suit the environment

The governance framework will specify the standards adopted by the THIW Programme for managing risks and issues, quality assurance, and stakeholder engagement.

5. Stakeholders

Public Health Wales is committed to engaging stakeholders as appropriate to the Objectives and Stage of the THIW Programme. A Stakeholder Engagement Strategy will be agreed by the THIW Programme Board, and detailed engagement plans made for each Stage to support effectiveness, integrity and credibility. The Programme Narrative and Communication Plan will continue to promote the wider messages of the Transforming Health Improvement in Wales Review Report where appropriate.
6. **THIW Programme Structure**

An initial delivery and governance structure will be supplemented at each Stage of the THIW Programme to meet the three Priority Objectives.

![Diagram of THIW Programme Structure]

- Information exchange defined in the Terms of Reference for each Group
- Reporting lines between Groups
a. **Public Health Wales Board**

The Public Health Wales Board is the sponsoring group and provides the corporate management. Its responsibilities include:

- Setting the overall requirements of the Programme.
- Appointing a Senior Responsible Owner (SRO).
- Giving formal approval of the Programme Objectives.
- Setting Programme tolerances for finance, timescale, quality, and delegated authority.
- Approving Exception Plans where tolerances are forecast to be exceeded.
- Supporting and challenging the SRO.
- Approving continuation of the Programme between Stages.
- Formally closing the Programme at the appropriate time.

b. **THIW Programme Board**

The THIW Programme Board has the authority and responsibility to strategically manage the THIW Programme within the instructions set by the Public Health Wales Board. Responsibilities include:

- Driving the THIW Programme to ensure delivery of agreed Objectives within agreed parameters.
- Supporting and challenging the THIW Programme Delivery Team.
- Resolving strategic issues such as managing risk
- Setting strategic standards such as quality assurance.
- Ensuring that THIW Programme outputs are aligned with intended outcomes and benefits.
- Ensuring the full and sustainable integration of outputs into the business as usual function of Public Health Wales.
• Taking account of the advice given by stakeholders appropriate to the defined level of engagement i.e. co-production, partnership, or consultation.

The composition of the THIW Programme Board includes as a minimum:

• Senior Responsible Owner
• Consultants in Public Health (Public Health Wales leads on smoking; obesity; physical activity; dietary risks; occupational risks; alcohol use; drug use; resilience and emotional literacy; evidence and intelligence gathering)
• Director of Public Health, representative of seven Local Health Boards
• Director of Communications (or representative)
• Executive Director of Planning and Performance
• Business-as-Usual representative
• Director of Workforce and Organisational Development (or representative)
• Director of Finance (or representative)
• Welsh Government

Where a Director nominates a representative to sit on the THIW Programme Board, the Director has ultimate responsibility for the contribution of his / her representative to the work of the Board.

The THIW Programme Board will be supported continuously by:

• Senior Project / Programme Manager
• Project Support Officer

It will also be supported as required by co-opted members and support staff relevant to the THIW Programme Stage. New members will be formally elected to the Board.
c. **THIW Programme Delivery Team**

The THIW Programme Delivery Team (PDT) will implement the THIW Programme and report to the THIW Programme Board. Functions of the PDT include:

- Producing the Programme Plan with timescales, costs, milestones and control points
- Identifying individual Projects of work that will address different aspects of the Programme required to achieve the Objectives.
- Managing the delivery of the Programme against the agreed Programme Plan.
- Ensuring integrity and coherence between Projects contributing to the Priority Objectives.
- Planning, implementing, monitoring and continually improving the Programme’s processes.

Membership of the PDT will be appropriate to the Stage of the THIW Programme and will comprise as a minimum: SRO, Senior Project / Programme Manager, Programme Support and relevant Project Managers.

d. **THIW Project Groups**

Project Groups will plan and deliver the work of each defined Project within the THIW Programme necessary to achieve the Objectives. Responsibilities will include:

- Production of a Stage Plan to a level of detail required for day-to-day management
- Production of a Team Plan if required to support the Stage Plan
d. **Stakeholder groups**

Stakeholders groups are an integral and vital feature of the THIW Programme Approach. They will be convened as appropriate to the Programme Stage, and their roles are likely to evolve. They will be defined in the Stakeholder Engagement Strategy and as a minimum, will include:

**The Alliance**: This group will be formed and led by the Director of Public Health Development, Public Health Wales, as a public-facing network of influential partners who will join voices to articulate the importance of prevention and working together across sectors to improve health.

**The Directors of Public Health**: For Public Health Wales to fully achieve the Priority Objectives, it is essential that the Programme integrates change at a national and local level. In addition to Director of Public Health representation on the THIW Programme Board, the whole network of seven Local Health Boards will be engaged from the outset.

**The Collaboratives**: These cross-sector consultative Panels will be established to provide challenge and support to the work of Project Groups, initially around the three stages of the lifecourse: Early Years and Children; Working Age Adults; Older People.

### 6.2 Terms of Reference

Terms of Reference will be written and agreed for the THIW Programme Board, THIW Programme Delivery Team, each Project Group, and each Stakeholder Group.