

THE COMMITTEE FOR HEALTH & SOCIAL CARE
COMMITTEE POLICY PLAN

Introduction

This document comprises the Committee *for* Health & Social Care's response to Phase One of the Policy and Resource Plan agreed by the States in November 2016. It sets out, at a high level, the policy priorities of the Committee *for* Health & Social Care, together with an outline of the anticipated benefits and the work needed to realise those benefits, plus an estimate of the resources required to deliver those pieces of policy work.

Our responsibilities

The main purpose of the Committee *for* Health & Social Care (CHSC) is to protect, promote and improve the health and wellbeing of individuals and the community through the development and implementation of policy directed at the following categories:

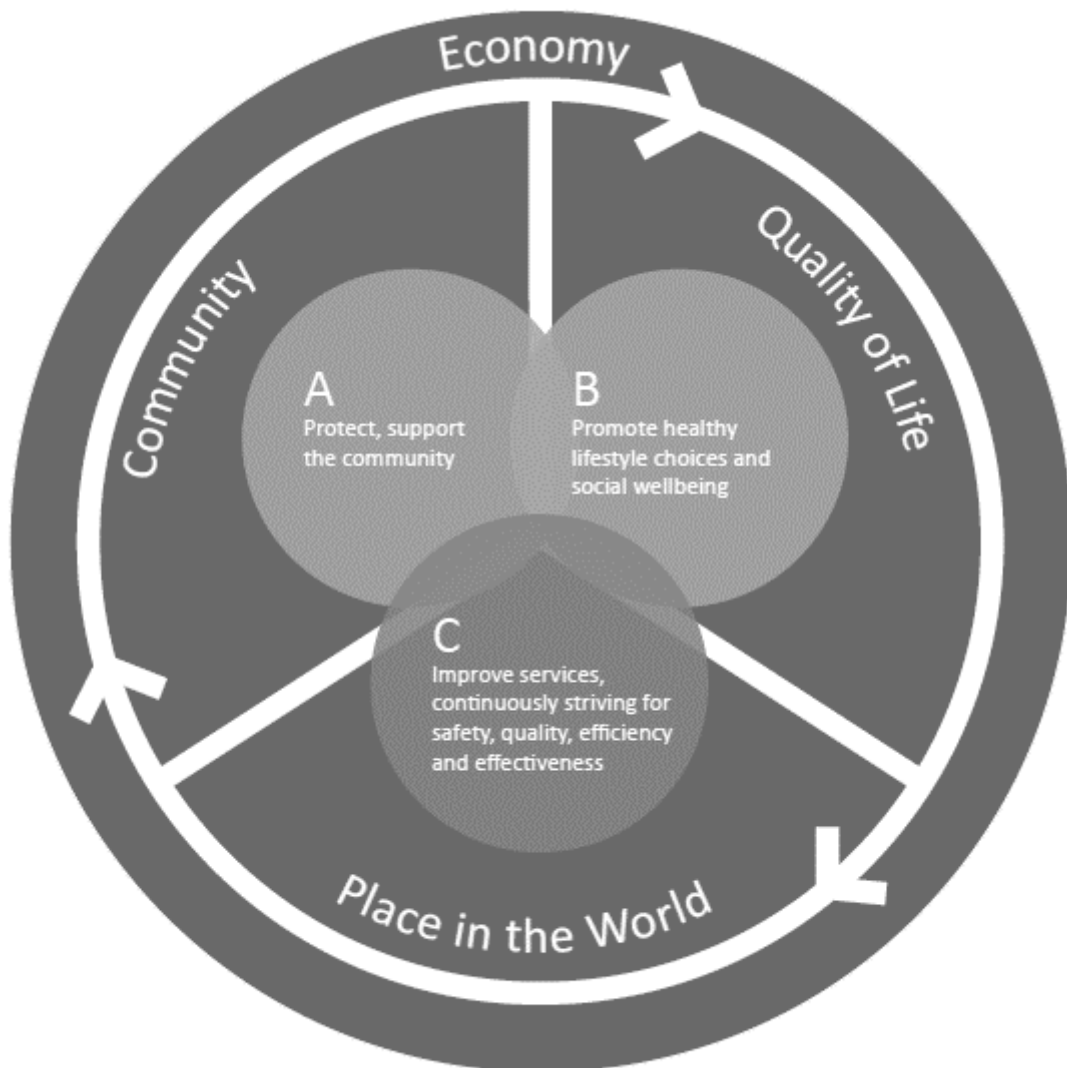
- adult social care;
- the welfare and protection of children, young people and their families;
- the prevention, diagnosis and treatment of acute and chronic diseases, illnesses and conditions;
- mental health;
- care of the elderly;
- health promotion;
- environmental health; and
- public health.

It is not surprising that the responsibilities of CHSC have the strongest links to the themes of "Our Quality of Life" and "Our Community" in Phase One of the Policy and Resource Plan – Future Guernsey. There are also links to "Our Economy", in particular "Sustainable Public Finances".

The CHSC 'Future 2020 Vision of the Health and Social Services System' as well as the 2013 update (referred to as 2020 Vision henceforth) is centred around the three themes of CHSC's mandate: protect, promote, improve and the infographic below summarises how these three themes clearly link into Phase One of the Plan. CHSC's

Policy and Resource Plan is heavily influenced by the key points contained within the 2020 Vision and CHSC has used the key points of this document together with extant States Resolutions to consider which matters to prioritise.

Figure 1: '2020 Vision' and its link to the 'Policy and Resource Plan – Phase One'



The Transformation of Health and Social Care and the Target Operating Model (TOM)

The most significant priority that will face CHSC over the next four years is the responsibility for the implementation of the TOM. This is in line with the outcome “Healthy Community” in Phase One, and fulfils the commitment to “support the continuing transformation of the health and social care system, across and in partnership with the public, private and voluntary sectors”. There is also a direct link to

“Our Economy” as it will provide a sustainable health model that not only will deliver a good outcome for service users but will contribute to maintaining sustainable public finances. Going forward, CHSC is committed to reviewing the health needs of islanders to inform where it needs to prioritise and allocate resources in order to improve health and reduce health inequalities amongst the population.

The future demands on health and social care requirements of the Bailiwick will increase owing to its ageing demographic, the expectations of the public and the rising costs associated with medical inflation. To ensure that these costs and expectations are sustainable CHSC will need to redesign its existing model into one that represents better value for money and achieves the principles set out in the 2020 Vision which was approved by the States in May 2011 and provides a useful basis for responding to the priorities set out in Future Guernsey.

The next four years will be a critical period for CHSC as it continues the process of transformation, with the development of a TOM, which will include much greater integration between the core elements of the existing system, including primary care, secondary care, community services and the 3rd sector, together with the various private and commercial businesses involved in the provision of care. Change cannot be delivered in isolation and the process that CHSC adopts will remain aligned to the wider transformational journey underway for the States of Guernsey’s public service.

During 2017, CHSC will work with a partner to progress the development of a TOM and by the end of the year a policy letter will be submitted to the States which will set out its plans for system transformation and the transition process required to achieve the proposed TOM.

In other words, in keeping with the Future Guernsey “Healthy Community” outcome and associated objectives, and the principles of the 2020 Vision, CHSC will redesign services across the health and social care system to be appropriate, flexible, and sustainable for the next 30 years and beyond.

CHSC will design and implement a Target Operating Model for the health and social care system, which builds on the benchmarking of local services, costs and outcomes by BDO and reflects CHSC’s ambition for transformation of health and social care (first set out in the 2020 Vision), within Health & Social Care and with private and third-sector organisations, including MSG and Primary Care. We will improve the way that we commission and manage health and social care services – including by publishing annual Commissioning Intentions – and find ways to work in partnership with staff and service users, as well as other organisations, to deliver better health and social care.

We will develop services and care pathways so that they enable people to live independent, fulfilled lives. We will provide care closer to home, and use every contact with the health and social care system to promote good health and wellbeing. Wherever possible, we will deliver coordinated, “one-stop” services: this will be underpinned by the creation of a physical Community Hub intended for the King Edward VII site.

CHSC has always made it clear that transformation of the health and social care system will require upfront investment in design and implementation, and the States has generally recognised this. Given that the alternative is an increasingly unsustainable pattern of rising demand and increasing cost of delivery, this is an important and essential part of making our health and social care system fit for the future.

Policy Priorities for the Committee *for* Health & Social Care

CHSC was very supportive of the public and stakeholder consultation that took place in January 2017 ahead of the formulation of Phase Two of the Policy and Resource Plan and is confident that the transformation process and the implementation of the strategies that it leads on, or is part of, meets the expectations of these groups. A priority of this transformation is to focus on the needs of the service user which will cover the whole population, as every member of the community will more than likely use the services of CHSC at some point in their life.

CHSC has a wide ranging remit which is reflected in the areas of policy it has prioritised. Its policy work mainly centres around the ‘Healthy Community’ and ‘One Community: inclusive and committed to social justice’ but this must be carefully managed in order to keep public finances sustainable so there is also a strong link to ‘Sustainable Public Finances’ and a lesser but still significant link to “Strong, sustainable and growing economy”. These links to the outcomes in the Policy & Resource Plan are outlined further as follows:

‘HEALTHY COMMUNITY’

CHSC provides health and social care to the population of Guernsey and Alderney so it is no surprise that the main drivers of policy will focus on maintaining a healthy community. It links closely to CHSC’s mandated responsibilities for health promotion, public health, and the prevention and diagnosis of acute and chronic conditions.

In pursuit of the outcome of a healthy community, Future Guernsey includes a commitment to: “focus on the promotion of health and wellbeing, and the prevention of, early intervention in, and protection from negative health outcomes”.

For its part, CHSC will tackle the lifestyle factors that lead to much preventable ill-health and premature mortality: smoking, excessive drinking, lack of physical activity, overweight and obesity, and poor mental wellbeing. Through public health strategies (including Tobacco Control, Healthy Weight, Drug & Alcohol and Mental Health & Wellbeing) targeting these key issues, which give people of all ages the tools and knowledge to manage their health and wellbeing, we will aim to achieve significant improvements in islanders' health and quality of life. We will promote good sexual health and healthy relationships through our Sexual Health Strategy, and aim to reduce harmful drug use and addiction through CHSC's leadership of the Drug & Alcohol Strategy.

CHSC will review the screening programmes we currently have in place, to detect diseases at an early stage, and ensure that these reflect the latest evidence on effectiveness and acceptability, and are accessible and affordable to the target population. We will continue with our routine vaccination programmes, and continue to monitor the development of new vaccine programmes in other jurisdictions. We will recognise the importance of the wider community in supporting population health and wellbeing, and explore opportunities to develop community referral (otherwise known as social prescribing) as non-medicalised forms of early intervention where appropriate.

CHSC will strive to provide a health and social care service that puts the service user at the centre, respecting individual needs and focuses on prevention and early intervention of diseases as well as providing services that are open, transparent and fair to all.

We will understand the current and emerging health and social care needs of the population, and plan to meet them effectively.

Health Needs Assessments – to establish the health of islanders, issues and gaps in services, now and in the future – are essential to CHSC's planning and transformation work. We will seek the resources to carry out a comprehensive Health Needs Assessment. We will also improve the way we collect and use data about the health and wellbeing of the island, in order to assist future planning.

CHSC will explore opportunities to be involved in research relating to the development of new treatments and technologies, ensuring that Guernsey residents can benefit from next generation healthcare at the earliest opportunity.

This crosses all parts of CHSC's mandate, but especially the responsibility to advise the States on public health. It reflects the "Healthy Community" objectives of the Policy and Resource Plan: especially supporting the continuing transformation of health and

social care, and focusing on the promotion of health and wellbeing, and the prevention of, early intervention in, and protection from negative health outcomes. It is also linked to the Policy and Resource Plan's ambition for Guernsey to become a "Centre of Excellence and Innovation", whether through digital developments or other forms of new science and technology in health and social care.

We will ensure that the funding of health and social care reflects the population's needs, that resources are distributed equitably between services, and that the poorest are not priced out of good health.

CHSC will participate in the review of health and social care funding which is being led by the Policy & Resources Committee (P&RC) and the Committee for Employment & Social Security (CESS). We will introduce robust and repeatable methods of setting priorities and allocating resources within health and social care, and establish program areas for the purposes of long-term planning, service development, investment and disinvestment.

CHSC will ensure that criteria for access to services are transparent and fair, with the creation of a Care and Support Framework for community services. We will seek to ensure that mental health is given equal priority to physical health, at all stages. We will review the affordability and accessibility of primary healthcare (GPs and other first-point-of-contact services) and seek to ensure that low income is no barrier to good health.

Again, this crosses all parts of CHSC's mandate. It ties in with the "Healthy Community" objectives of the Policy and Resource Plan (especially providing timely and appropriate diagnosis, treatment, support and care, based on need, for all those who need to access it, and treating mental health with equal consideration and priority to physical health) and the objective under "One Community: inclusive and committed to social justice" that relates to monitoring, understanding and reducing poverty and inequality in Guernsey.

CHSC will encourage social inclusion among Islanders through the provision of services that are non-discriminatory that take into account the equality of rights, equity and dignity of individuals.

We will ensure that people with progressive and terminal conditions, and fatal injuries, are respected and their preferences valued in every aspect of their care.

It is always essential to ensure that the patient, and their needs, preferences and concerns, are at the centre of the care we provide. This remains the case when a focus on recovery or rehabilitation may no longer be appropriate or helpful. CHSC is

conscious of the importance of enabling people to have a good death, and the often central role of the health and social care system in doing so. We will continue to deliver compassionate palliative care, and will work to improve the control that people have over the decisions that affect them in that important last stage of life, ranging from treatment to place of death. We will ensure that there are safeguards in place to protect people who may not have the capacity to make their own decisions. We will work with community organisations to provide whole-person care at the end of life, and sensitive support after bereavement for carers, families and friends.

This touches many areas of CHSC's mandate, and aligns with the objectives under the "Healthy Community" section of the Policy and Resource Plan, to support the continuing transformation of the health and social care system, across and in partnership with the public, private and voluntary sectors, and to provide health and social care services that respect individual needs.

We will safeguard the health and wellbeing of those who come into contact with our services, and strive for continuous improvement in quality and safety.

Working with Jersey, CHSC will develop effective and proportionate regulation of acute and community services across the health and social care system, filling a significant gap in the legal framework which currently exists. In order to protect individuals, we will introduce a Capacity law, and will strengthen our adult safeguarding framework. We will continue to embed strong governance across the organisation, and reflect the Care Values Framework in everything we do.

CHSC will create opportunities for the public and staff to be more involved in shaping health and social care services, particularly through the creation of a representative forum known as CareWatch. As well as this vital human feedback, we will improve our collection and use of key data in order to monitor and manage the performance of the services we provide and commission.

Quality and safety are essential to every part of CHSC's mandate. They reflect the objective of transforming the health and social care system (under the "Healthy Community" section of the Policy and Resource Plan); of being proactive in monitoring potential threats (under the "Safe and Secure Place to Live" section); and of establishing appropriate and proportionate social and justice standards (under "Mature International Identity").

We will invest in our workforce, valuing and developing those who have committed their working lives to the island's health and social care system.

Working together with P&RC, CHSC will review staff terms and conditions to ensure that living and working in Guernsey is an attractive option, in light of the competitive global market for health and social care professionals. We will create more opportunities for people to train in health or social care, with our support; and promote continuous professional development.

CHSC will continue to implement its skills mix review, to ensure that all service areas are optimally staffed for patient safety as well as efficiency. We will demonstrate commitment to the health and wellbeing of our own workforce, through the implementation of our People Plan; and will ensure objectives are set throughout the organisation, in accordance with the States' competency framework and our own business plan.

This affects every part of CHSC's mandate, and every objective under the "Healthy Community" section of the Policy and Resource Plan, especially in relation to the transformation of health and social care – as an effective, motivated workforce is integral to its success. It also relates closely to the objectives under the "Sustainable Public Finances" section, especially the achievement of a balanced budget, which is very dependent on the way human resources are deployed.

'ONE COMMUNITY: INCLUSIVE AND COMMITTED TO SOCIAL JUSTICE'

Much of CHSC's social care work and social policy is centred around this outcome and the strategies CHSC is particularly involved in are:

- Mental Health & Wellbeing Strategy
- Disability & Inclusion Strategy
- Supported Living & Ageing Well Strategy (SLAWS)
- Children & Young People's Plan (CYPP)

As explained previously, CHSC is committed to putting the individual's needs at the heart of what it provides and these strategies will provide the vehicle to enable this to happen. In addition to the strategies listed above, CHSC will introduce a Capacity Law as well as developing frameworks that protect adults and children.

CHSC recognises the importance of encouraging personal responsibility which has a close link to the prevention of avoidable disease and has a number of Public Health Strategies that will strengthen this outcome. CHSC is committed to promoting personal responsibility and that process must begin early on. The CYPP will enable the States of Guernsey to nurture and support every child and their family on the Island to provide the best start in life and to give them the opportunity to achieve their full potential.

This is supported by a number of other strategies and policies including: the 1001 Critical Days; the Strengthening Families initiative; and the Corporate Parenting Strategy.

We will ensure that all health and social care services are oriented around recovery and independence as far as possible, respecting the dignity and self-direction of people who use our services.

CHSC will ensure that a focus on recovery and independence is reflected in both acute and community services. We will redesign care pathways as part of the transformation of health and social care, aiming to reduce average lengths of stay in hospital and to provide care closest to home wherever possible. For people in need of long-term care, CHSC will work with CESS and P&RC to redesign the funding system, ensuring that there is an equitable funding system for people who receive care in their own homes and those who enter a nursing or residential home.

CHSC will improve the availability of supported accommodation options, enabling people to live independent lives close to home, whatever their care needs. This may include bringing some people home from long-term off-island placements. Through the Mental Health & Wellbeing Strategy, and service frameworks for people with dementia, autism, learning disabilities and communication difficulties, CHSC will identify gaps in services and opportunities for improvement.

This reflects CHSC's mandated responsibilities for the treatment of acute and chronic conditions, adult social care, mental health and care of the elderly. It aligns with the objectives of the "Healthy Community" section of the Policy and Resource Plan, especially to provide health and social care services that respect individual needs and promote independence and personal responsibility, to treat mental health with equal consideration and priority to physical health, and to provide timely and appropriate treatment, support and care, based on need, for all who need to access it. It also reflects the objectives, under "One Community: Inclusive and committed to social justice", to focus on community-based provision of social care services and to provide support to informal carers.

We will recognise the important role of informal carers, including family and friends, and ensure they are supported and cared for themselves.

Working with other States' Committees and organisations through the implementation of SLAWS, CHSC will help to develop a Carers' Strategy, providing practical assistance and emotional support to people who care for family and friends. As part of the work on developing a Care and Support Framework, we will seek to provide or commission a

range of suitable short break / respite care options for children and adults, including older adults.

Informal carers are people who help to look after, or support, a family member, relative or friend, often on a more than full-time basis. As such, this touches on many areas of CHSC's mandate, including adult social care, the welfare of children, young people and their families, the treatment of acute and chronic diseases, illnesses and conditions, mental health, and care of the elderly. It is directly reflected in the objective, under "One Community: Inclusive and committed to social justice", to provide support to informal carers.

We will put the voice and needs of children and young people at the heart of all we do, with special responsibility towards those who are in our care.

Through the CYPP, CHSC will work to ensure that all children are protected from harm and have opportunities to achieve their full potential. We will provide parents with support, from before birth, to raise their children in nurturing, supportive families, with enhanced support (such as the 1001 Critical Days program) for those families who most need it.

CHSC will continue to improve coordination between the many organisations involved in supporting children, young people and families, through the Multi-Agency Support Hub (MASH) and more effective commissioning. We will continue to intervene early to improve outcomes for children who are at risk or in need. We will keep developing our fostering and adoption service, including specialist fostering; and will work towards greater placement stability, especially for older children.

As Corporate Parent, the States of Guernsey has a duty to provide the children it is responsible for with the care, support and opportunity that any reasonable parent would provide. We will work, with others, to improve outcomes for those children, including greater emotional resilience and psychological wellbeing, higher academic achievement and successful transitions into adulthood, with access to appropriate housing, employment and training opportunities.

This reflects CHSC's mandated responsibility for the welfare and protection of children, young people and their families. It supports the Policy and Resource Plan objectives, under "One Community: Inclusive and committed to social justice", to recognise the value of the early years, partnering with families and communities to ensure every child has a nurturing and supportive start in life, and to help deliver the States' shared responsibilities, as Corporate Parent, towards all children in statutory care, including young care leavers.

We will ensure that people who are less likely to have good health outcomes, including people with mental health conditions or disabilities, people from minority groups and people on lower incomes, are thought about in our planning and policy making.

CHSC recognises the importance of ensuring that people do not fall through the cracks of the health and social care system. In many ways, strategies such as the Mental Health & Wellbeing Strategy and the Disability & Inclusion Strategy, are designed to help prevent this and CHSC will fulfil its role in their implementation. We will also seek, in particular, to understand how poverty affects health, and the extent of health inequalities in the island. In doing so, we will consider whether there are opportunities, as part of the review of the funding of health and social care, to mitigate some of these inequalities.

This touches on many aspects of CHSC's mandate, and is particularly linked to its responsibility for public health. It relates to the Policy and Resource Plan objectives, under "One Community: Inclusive and committed to social justice", to implement various agreed social policy initiatives and to monitor, understand and reduce poverty. It also recognises the many social determinants of health (including socio-economic status) which can have an impact on people's health and wellbeing, as in the final objective under the "Healthy Community" section.

'SUSTAINABLE PUBLIC FINANCES'

CHSC is committed to maintaining sustainable public finances and is demonstrating this through the transformation of the organisation and the services that it provides. CHSC must transform the way in which it currently operates to take into account the ageing population, medical inflation and the increasing expectation from the public, which will continue to increase the demand on public expenditure if it remains unchecked.

CHSC is also committed to a programme of priority setting which will inform how resources are allocated, including investment and disinvestment in service areas. It will also review how health and social care services are commissioned and will be held to account through the publication of annual Commissioning Intentions.

In 2016, CHSC underspent its budget by £600,000 and it will continue expenditure restraint. **However, while transformation of services may allow some of the costs of health and social care to be contained, and managed more sustainably, the pressures of rising population demand and increasing medical inflation mean it is not possible**

for CHSC to commit firmly to achieving no real-terms growth in its budget in the medium term.

As well as focusing on the services it provides, CHSC will work with P&RC to ensure that it recruits the best staff possible at the right remuneration to keep levels of retention high and ensuring staff remain motivated. The skills mix review will ensure that service areas are staffed appropriately to achieve the best outcomes.

As part of its responsibility under SLAWS, CHSC, together with CESS and P&RC will undertake a review of how health and social care services are funded and, in particular, how the Long-Term Care Fund is accessed to allow more flexibility to fund people remaining at home rather than going into residential or nursing care.

ADDITIONAL LINKS TO THE OUTCOMES OF THE PLAN

CHSC's involvement in delivering the other principal outcomes of the Plan is less significant, but various CHSC objectives will still contribute to progress in these areas.

It contributes towards a strong, sustainable and growing economy through the development of policies that aim to maintain an appropriately sized working population by keeping people healthy to remain economically active. It has policies that cover whole life-span to ensure equality of opportunity to live independent and fulfilled lives.

We will explore opportunities to provide healthcare on a commercial basis, in order to reinvest income in service delivery and help mitigate the costs of rising demand.

CHSC will investigate opportunities to create a health tourism offer, which may focus on physical or mental health, working together with the Committee *for* Economic Development. We will also ensure that our on-island private facilities offer an attractive and competitive alternative to off-island private treatment, with any income raised through this route being returned to the health and social care system, to support service delivery and transformation.

This is likely to be most closely linked to CHSC's mandate for the treatment of acute and chronic conditions, and for mental health care. It reflects the objectives in the "Strong, Sustainable and Growing Economy" section of the Policy and Resource Plan, including by making Guernsey an attractive place to live and work, and ensuring conditions that encourage enterprise. It is also linked to the Plan's ambition to make Guernsey a "Centre of Excellence and Innovation."

CHSC is supportive of lifelong learning and will create more opportunities to offer training to people to work in health and social care and to continue their development to fulfil their potential.

CHSC will promote innovation through investigating opportunities to create a health tourism offer, it will explore opportunities to be involved in research relating to the development of new treatments. All the above will enhance Guernsey's reputation as being a centre of excellence and innovation.

Finally, it will contribute to Guernsey's international identity through the development of pragmatic regulatory and governance standards in health and social care.

Achievability of delivering objectives

The key barrier to any of the work streams is that of resources. Against the back drop of Public Sector Reform and sustainable public finances, CHSC is committed to delivering a model that is sustainable through the implementation of the TOM.

As stated in the attached table, to enable successful implementation of the TOM, CHSC will need to have access to sufficient resources. The design of the TOM will include a baseline budget which will be based on the needs of the population and which will take into account the ageing demographic, the costs of medical inflation and the increasing expectation from the public of the level of services that CHSC is able to provide to them.

If CHSC is unable to implement the TOM it will continue to run as it is and the costs of providing the current service will rise to a level that the States will not be able to afford.

CHSC will ensure that all of its objectives are delivered through its Business Plan, which will set out its priorities over the next four years, mirroring the Policy and Resource Plan. It is the intention of CHSC to monitor progress through an Operational Plan which will set targets and milestones to measure the progress of policies through the planning and implementation phases.

The anticipated benefits of the prioritised actions are illustrated against the strategies they belong to below:

2020 Vision

The 2020 Vision will inform the transformation of health and social care services. It sets out a number of recommendations to ensure that the provision of health and social care meets the changing needs of the population and is sustainable and equitable.

The key benefits of implementing the 2020 Vision are to enable people to live healthy, independent lives through the promotion of healthy lifestyle choices and social wellbeing as well as improving services and protecting the community. This will, in turn, ensure that the community becomes less reliant on the services provided by CHSC and help prevent expenditure from increasing to unsustainable levels.

SLAWS

Through a range of policies, some of which will be led by CHSC, there will be improved coordination in the provision of care and support. The implementation of the strategy will also identify gaps and address existing needs which are not currently met. It has strong links to the 2020 Vision because it addresses the growing issue of an ageing demographic against decreasing public revenues due to the shrinking working population.

This strategy will produce positive outcomes for the community because it is centred around the needs of the individual through a co-ordinated approach. Focusing on meeting people's needs and encouraging them to take responsibility to maintain an independent life for as long as possible, will also reduce costs in the long-term.

CYPP

The CYPP sets out a number of commitments which focus on early help and prevention which will reduce the demand on costly services in the future. It will also ensure that there is equality of access to services for children and their families to enable all children and young people to get the help they need to enjoy a fulfilled life.

Improvements to data collection and IT systems will ensure staff work more effectively but, importantly, will also provide a better understanding of the level and nature of need to plan appropriate services in the future.

Healthy Weight Strategy

Implementing the Healthy Weight Strategy will help to reduce the prevalence of overweight and obesity, which are one of the principal causes of premature death and preventable disease in the Bailiwick. Obesity is a risk factor for a range of chronic

diseases such as heart disease, cancer and diabetes. It also focuses on preventing children from becoming obese to ensure that they grow into healthy adults.

It will encourage individuals to take personal responsibility and adopt healthy lifestyles which will decrease the demand on health and social care services. The Healthy Weight Strategy will have a direct effect on maintaining a healthy economically active workforce which is important in the context of an ageing demographic and a decrease in the working population.

Mental Health & Wellbeing Strategy

The presence of positive mental health can have wide benefits including healthier lifestyles, better physical health, improved recovery, fewer limitations in daily living, higher educational attainment, greater productivity, employment and earnings, better relationships, greater social cohesion and engagement and improved quality of life. Implementing the strategy will result in the provision of more effective and accessible support for people to enable them to live healthy, meaningful lives. Effective early intervention will give people the best chance of recovering from a mental illness, which will improve outcomes for Islanders and reduce the incidence of long-term mental health problems. This in turn, over time, should lead to reduced reliance on mental health services provided by CHSC.

Disability & Inclusion Strategy

Implementing this strategy will enable people with disabilities and their carers to live in accessible and well-designed communities, offering the opportunity to participate in social, economic, sporting and cultural life. People will be offered a range of support that will assist them to live independently and encourage personal responsibility. In addition, people with disabilities and their carers will be encouraged to achieve their full potential through their participation in an education system that is responsive to their needs.

Breastfeeding Strategy

It has been proven that breastfeeding an infant improves the health of both baby and mothers. Breastfed infants have important health advantages over non-breastfed infants. In the short term, breastfeeding reduces the risks of infections and diarrhoea and in the longer term there is a lower risk of developing, for example, allergic disease, diabetes and obesity.

Benefits for the mother include a lower risk of cancer, hip fracture and delayed return of menstruation.

It is important, therefore, that CHSC encourages mothers to breastfeed to ensure that infants have the best start in life. The more breastfeeding becomes the norm through work carried out in the strategy, the more mothers will choose to breastfeed and maintain good health.

Tobacco Control Strategy

Smoking is a principal cause of premature death and preventable disease. Its impact is also estimated to cost the Bailiwick approximately £14.25 million per annum. Implementing the strategy will reduce the number of people who could die prematurely through cancers and respiratory diseases. It will also prevent people from smoking in the first place through initiatives aimed at young people and through the protection of children from second-hand smoke.

Sexual Health Strategy

The benefits of delivering a Sexual Health Strategy will be to reduce the teenage pregnancy rate, the prevalence of undiagnosed sexually transmitted infections and sexual health inequalities between the general population and those who are vulnerable and socially disadvantaged.

It is committed to the principles of keeping the community healthy, as well as contributing to an inclusive community by treating customers with dignity and respect.

It will empower the young community by enabling them to make life choices and encourage personal responsibility.

Drug & Alcohol Strategy

CHSC will be taking responsibility as the lead Committee for this strategy in the future. Implementing this Strategy will result in a reduction in the numbers of adults and children using drugs and alcohol at damaging levels. The fewer people abusing drugs and alcohol will reduce the incidence of related disorders, anti-social behaviour, violence and crime which will benefit the community as a whole.

Overview of policy delivery and outline of resources needed to develop and implement

There are strong interdependencies between the Committee *for* Health & Social Care and the Committees *for* Employment and Social Security, Home Affairs and Education, Sport and Culture as well as the Policy & Resources Committee, the latter of which offers a co-ordinating role for many of the cross-cutting strategies.

The implementation of the above strategies will require additional resources. It is envisaged that, wherever possible, funds will be re-allocated from savings made through the transformation programme. However, to realise the full benefits, additional resources may be required, as indicated with an asterisk below.

It is not possible to report the indicative cost of those actions marked with ^{TOM} until the work in developing the future Target Operating Model is concluded and considered by the States of Deliberation in the fourth quarter of 2017.

OUR QUALITY OF LIFE

- Regulation of Care
- Public Needs Assessment and Strategy
- Reablement Strategy (to enable part of SLAWS) ^{TOM}
- Mental Health and Wellbeing Strategy
- Sexual Health Strategy *
- Healthy Weight Strategy *
- Tobacco Control Strategy *
- Breastfeeding Strategy *

* Approximate additional funding required: **£1.03 million**

OUR COMMUNITY

- Dementia Framework ^{TOM}
- Capacity Legislation *
- Learning Disability Framework *
- Autism Framework
- Strengthening Families *
- Advocacy *
- Amendments to Children's Law *
- Short Break Care for Children with Disabilities *
- Specialist Fostering *
- Adoption Law *

* Approximate additional funding required: **£450,000**

OUR ECONOMY

- Target Operating Model ^{TOM}
- Skills Mix Part 1 and 2
- Care Values Framework
- Public Health Work Force Planning

COMMITTEE FOR HEALTH & SOCIAL CARE – POLICY AND RESOURCE PLAN SUMMARY 2017 - 2021

Strong, sustainable and growing economy	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will ensure conditions that encourage and foster enterprise and remove barriers to business, keeping regulation appropriate and proportionate, whilst respecting environmental and social safeguards				
We will ensure the provision of reliable, sustainable and affordable sea and air links				

Strong, sustainable and growing economy	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will focus on maintaining an appropriately-sized working population	Various CHSC policies designed to improve the health of the population (described below) will help to keep people well enough to work for longer, and will tackle some of the main causes of ill-health among people of working age, including poor mental wellbeing. In particular, CHSC will focus on continuing the implementation of the Healthy Weight Strategy with the aim of encouraging the population to maintain a healthy weight from an early age to prevent obesity-related diseases.	Healthy Weight (HW), Tobacco Control (TC), Mental Health & Wellbeing (MH&W), Supported Living & Ageing Well (SLAWS), Drug & Alcohol (D&A)	Employment Statistics KPIs embedded in strategies	Employment & Social Security (CESS) Education, Sport and Culture (CESC)

Strong, sustainable and growing economy	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will look to remove barriers that are discouraging or preventing some people from pursuing or remaining in paid employment and provide additional support to those who need it to find and sustain employment	CHSC policies to provide equality of opportunity to young care leavers, to support independent and fulfilled lives for people with disabilities and others who rely on long-term support from health or social care services, and to support informal carers (all described below) will help to challenge some of the barriers to work which are faced by these groups of island residents in particular.	Children & Young People’s Plan (CYPP), Disability & Inclusion (D&I), SLAWS, 2020 Vision	KPIs embedded in strategies	CESS, CESC, Home Affairs (CHA)
We will promote Guernsey as an attractive place to work and live in order to encourage the retention of our current workforce, the return of those who have chosen to gain life experience in other jurisdictions, and to attract those who may bring valuable skills to the island	CHSC will continue to provide a high quality general health and social care system, and ensure our private offer is also attractive, recognising the importance of good healthcare in attracting people to live and work on island.		KPIs included in Service Level Agreement with the Institute of Health and Social Care Studies	CESC
We will maintain, enhance and promote Guernsey’s rich marine and terrestrial environment as a high value resource which underpins our economy				

Sustainable public finances	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will adhere to the fiscal rules contained within the Fiscal Policy Framework	See below.			
We will present a credible fiscal strategy as part of phase two of the Plan in June 2017 which will reflect the commitment of the States to encourage economic growth; restrain public expenditure by requiring further efficiency savings and the prudent management of financial resources, people and physical infrastructure; and raise additional revenue as far as possible from individuals and entities most able to bear the burden	CHSC will participate in the review of health and social care funding being carried out by P&RC and CESS, and ensure this supports effective transformation of health and social care.	2020 Vision, SLAWS	Metrics	Policy & Resources Committee (P&RC), CESS
We will achieve and maintain a balanced budget in the short-term and surplus in the medium-term without contravening any part of the States’ Fiscal Policy Framework	CHSC will design a Target Operating Model (TOM) for the health and social care system that meets the changing needs of the population and is sustainable and equitable. Without this, achieving balanced budgets and remaining within the overall fiscal framework will be impossible for the States.	2020 Vision		Various

Sustainable public finances	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
	CHSC will introduce robust and repeatable methods for setting priorities and allocating resources, including investment and disinvestment in service areas.			
We will continue expenditure restraint and ensure no real terms' growth in expenditure while the budget remains in deficit	<p>Where CHSC provides services that support the private or commercial provision of healthcare, it will ensure that there is an appropriate return to public funds.</p> <p>CHSC will continue expenditure restraint and ensure no real terms' growth in expenditure save for the pressures and increased demands brought about by the ageing demographic which cannot be addressed by transformation alone.</p>			

Sustainable public finances	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
<p>We will provide leadership of the transformation agenda and support the Public Service Reform agenda in order to manage both short and long term spending pressures</p>	<p>CHSC will continue to develop and implement its transformation plans for the whole of health and social care, both within CHSC and with private and third-sector organisations, including MSG and Primary Care.</p>	<p>2020 Vision</p>		
	<p>CHSC will improve the way that health and social care services are commissioned and managed, including by publishing annual Commissioning Intentions.</p>			
<p>We will ensure that the States’ commercial and semi-commercial entities and other States’ assets are maximised, making an appropriate return to the States but without placing a disproportionate burden on customers, many of whom are inevitably on low incomes</p>				

Sustainable public finances	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will prioritise capital investment aligned with the Plan	As part of the design of the TOM, CHSC will consider the optimisation of its estate, which will include reprofiling of the PEH and the creation of a community hub at the KEVII site.			
We will ensure competitive recruitment and retention of quality, skilled professionals, balanced with appropriate scrutiny including control and review of staffing costs, grading and pay awards, and effective performance management within the public sector	Working with P&RC, CHSC will review staff terms and conditions, to ensure competitive recruitment and retention of professionals, while working to ensure the health, wellbeing and morale of the whole workforce.			P&RC
	CHSC will continue to implement its skills mix review, to ensure service areas are staffed optimally for patient/user safety as well as efficiency.	Skills Mix		

Healthy community	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
<p>We will focus on the promotion of health and wellbeing, and the prevention of, early intervention in, and protection from negative health outcomes</p>	<p>CHSC will continue to promote, implement and develop public health strategies and invest in tackling the lifestyle factors that lead to much preventable ill-health and premature mortality: incl. smoking, excessive drinking, lack of physical activity, overweight and obesity, poor mental wellbeing, risky sexual behaviours and substance misuse.</p>	<p>2020 Vision, TC, HW, D&A, MH&W, Sexual Health, Breastfeeding</p>		<p>CESC, CESS, CHA</p>
	<p>CHSC will review the affordability and accessibility of primary healthcare (incl. GPs and other first-point-of-contact services).</p>			
<p>We will support the continuing transformation of the health and social care system, across and in partnership with the public, private and voluntary sectors</p>	<p>As part of the design of the TOM and improved commissioning, CHSC will develop services and care pathways so that they enable people to live independent, fulfilled lives.</p>	<p>Care Values Framework, Skills Mix, 2020 Vision</p>	<p>To be developed</p>	<p>CESS</p>

Healthy community	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
	CHSC will commission a Health Needs Assessment to establish a picture of the Bailiwick’s current and future health needs, to help plan ahead.			
	Wherever possible, CHSC will deliver coordinated, “one-stop” all age services, in partnership with other agencies, supported by the creation of a Community Hub at the KEVII site.	Corporate Parenting, CYPP, D&I, SLAWS		Various
	CHSC will work with Jersey to introduce a regulatory system for all health and social care that is appropriate and proportionate. CHSC will also actively work with Jersey on other common issues, eg Public Health. Within CHSC services, the Care Values Framework will be embedded and governance strengthened on an ongoing basis.	2020 Vision, Care Values Framework		

Healthy community	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will provide health and social care services that respect individual needs and promote independence and personal responsibility	CHSC will recognise the benefits of providing care closest to home and will facilitate this wherever possible, promoting independence, personal responsibility and reducing lengths of stay in hospital.	SLAWS		
We will provide timely and appropriate diagnosis, treatment, support and care, based on need, for all those who need access to it	CHSC will review all screening programmes to ensure effectiveness, acceptability and accessibility to the target population.			
	CHSC will ensure that the criteria for access to services are transparent and fair, with the creation of a Care and Support Framework for community services.			

Healthy community	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
	Through strategies and service frameworks, including for people with dementia, autism, learning disabilities and communication difficulties, CHSC will identify gaps in services and opportunities for improvement.	SLAWS, D&I		
	CHSC will work towards a legislative framework that provides an aggregated patient record which can be shared between health and social care professionals and those working in supporting roles.			
We will treat mental health with equal consideration and priority to physical health	CHSC will implement the Mental Health & Wellbeing Strategy and promote good mental health at all levels, from prevention to treatment of the most acute conditions.	MH&W	Embedded in strategy	

Healthy community	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
<p>We will encourage and facilitate active lifestyles, and access to Guernsey’s rich natural and cultural environment, for the benefit of the community’s health and mental wellbeing, recognising the many social determinants of health</p>	<p>CHSC will recognise the role of the wider community in promoting good health and wellbeing, and will explore opportunities to promote non-medicalised interventions (e.g. social prescribing/community referral) wherever possible.</p>			

Safe and secure place to live	How we are going to make this happen? (SMART objectives)	What links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will be proactive in monitoring potential threats to our way of life both internally and externally and, where necessary, make provision to mitigate the effects	CHSC will ensure that Guernsey's health system can respond quickly to emergencies, through the commissioning of the emergency ambulance service, and the pursuit of transformation across both the ambulance service and the Emergency Department.			CHA, CESS
We will ensure that we are well prepared for any major incident that might pose a threat to our safety, security or way of life	CHSC will continue to participate in States-wide planning for major incidents, and support the monitoring of potential risks to health and life.			P&RC, CHA
We will improve housing options to ensure appropriate availability, quality and affordability				

Safe and secure place to live	How we are going to make this happen? (SMART objectives)	What links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
<p>We will improve availability of supported accommodation to assist independent living</p>	<p>CHSC will work with CESS to improve the availability of supported accommodation options on Island, enabling people to live independent lives close to home, whatever their care needs.</p>	<p>Corporate Parenting, D&I, MH&W, SLAWS</p>		<p>CESS</p>
	<p>For people in need of long-term care, CHSC will work with CESS and P&RC to ensure that there is parity between people who receive care in their own homes and people who enter care homes, in terms of the way these are funded.</p>	<p>SLAWS</p>		<p>P&RC, CESS</p>
<p>We will ensure we have fit-for-purpose infrastructure to enable us to deliver services appropriately</p>				

Safe and secure place to live	How we are going to make this happen? (SMART objectives)	What links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will facilitate the development of a thriving and vibrant harbour and town seafront that people will want to use, visit and invest in, by ensuring that local planning briefs are prepared for the Harbour Action Areas				
We will provide clean, open and accessible public spaces				
We will ensure the natural and built environments are of a high quality, reflecting our local distinctiveness and meeting the needs of the entire community in Guernsey				
We will prevent and mitigate the adverse effects of climate change on our environment and reduce our contribution to global climate change				
We will understand and promote the importance of our marine and coastal environments and ensure the potential for economic gain does not compromise their health or protection				

Safe and secure place to live	How we are going to make this happen? (SMART objectives)	What links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will prioritise, resource and implement extant environmental strategies and policies				
We will protect and enhance our natural environment				

One community: inclusive and committed to social justice	How we are going to make this happen? (SMART objectives)	What links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
<p>We will prioritise, resource and implement social policy initiatives which were agreed by the 2012-16 States, including in relation to: disability and inclusion; supported living and ageing well; children and young people; mental health and wellbeing; and a social welfare system which unifies housing and income benefits and directs financial assistance to those in most need, as developed by the former Social Welfare Benefits Investigation Committee</p>	<p>CHSC will help to prioritise and fulfil the Mental Health & Wellbeing Strategy, the Disability & Inclusion Strategy, the Supported Living & Ageing Well Strategy and the Children & Young People’s Plan.</p>	<p>MH&W, D&I, SLAWS, CYPP</p>		<p>Various</p>
	<p>CHSC will seek to understand how poverty affects health, the extent of health inequalities in the island, and how these might be mitigated.</p>			
<p>We will foster integration within our community</p>	<p>CHSC will support care closest to home and to bring people back home to minimise the need for long term treatment and care off-Island.</p>	<p>SLAWS</p>		<p>CESS</p>
<p>We will focus on community-based provision of social care services</p>	<p>As described above, CHSC will work to provide care closest to home wherever possible, and will work in partnership with community organisations in doing so.</p>	<p>SLAWS</p>		<p>CESS</p>

One community: inclusive and committed to social justice	How we are going to make this happen? (SMART objectives)	What links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
	Working with Jersey, CHSC will develop effective and proportionate regulation of acute and community services across the health and social care system.			
	In order to protect individuals, CHSC will introduce a Capacity law, and will strengthen the safeguarding framework for adults and children.			
We will provide support to informal carers	CHSC will participate in the development of a Carers’ Strategy, providing practical assistance and emotional support.	D&I, SLAWS		
	CHSC will seek to provide and/or commission a range of suitable respite / short break services for children and adults, including older adults, which meet their needs and those of their carers.	D&I, SLAWS		CESS
We will implement the improvements required to monitor, understand and reduce poverty and income inequality in Guernsey				

One community: inclusive and committed to social justice	How we are going to make this happen? (SMART objectives)	What links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will promote community participation, and consider where and when it may be more effective for government to enable the community to act or support the community’s needs rather than act itself.	CHSC will create opportunities for the public and staff to be more involved in shaping health and social care services, particularly through the creation of a representative forum known as CareWatch.			
We will encourage personal responsibility among individuals and families in planning for the future, including retirement	Through an increased investment in prevention and early intervention, CHSC will recognise the importance of people taking individual responsibility for their health and wellbeing.	Public health strategies		Various
	In respect of the end of life, CHSC will continue to deliver compassionate palliative care, working with professional partners and community organisations to provide whole-person care at the end of life, and sensitive support after bereavement for carers, families and friends.			

One community: inclusive and committed to social justice	How we are going to make this happen? (SMART objectives)	What links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will support, nurture and promote access to sports and the arts through the dynamic and efficient use of all resources available				
We will recognise the value of the early years, partnering with families and communities to ensure every child has a nurturing and supporting start in life	Through the Children & Young People’s Plan, CHSC, together with other Committees such as CESC, will work to ensure that all children are protected from harm and have opportunities to achieve their full potential	CYPP, MASH Corporate Parenting		CESC, CHA
	CHSC will provide parents with support, from before birth, to raise their children in nurturing, supportive families, with enhanced support for those families who most need it.	CYPP, MASH, Corporate Parenting		CESC, CHA

One community: inclusive and committed to social justice	How we are going to make this happen? (SMART objectives)	What links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will deliver on our responsibilities as Corporate Parent for all children in statutory care, including young care leavers	CHSC will continue to intervene early to improve outcomes for children who are at risk or in need, and to improve coordination between the many organisations involved in supporting children, young people and families, through the Multi-Agency Support Hub and more effective commissioning.	Corporate Parent Strategy	Embedded in strategy	CESC
	CHSC will keep developing the fostering and adoption service, including specialist fostering; and will work towards greater placement stability, especially for older children.	CYPP		
	CHSC will work, with others, to improve outcomes for children in statutory care, and help them to make successful transitions to adulthood in due course.	CYPP		

Lifelong learning	How we are going to make this happen? (SMART objectives)	What links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will ensure everyone in our community has the fullest opportunity to develop the knowledge and skills needed to pursue happy, healthy and fulfilling lives meeting the needs of our economy today and in the future				
We will provide and encourage opportunities for continuous personal development to all in our community	CHSC will create more opportunities for people to train in health or social care, with our support, and promote continuous professional development.			CESC
We will improve digital and financial literacy across our community, for young and old				
We will foster individual and community participation in local nature conservation and enhancement to create a sense of ownership of and responsibility for our unique island environment amongst all ages				

Centre of excellence and innovation	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will invest in digital infrastructure to improve reliability and reduce costs	With the support of P&RC, CHSC will ensure that its IT infrastructure will support the delivery and transformation of services through its Digital Strategy	Digital		P&RC
We will encourage the growth of digital and information businesses through the Future Guernsey Economic Fund				
We will ensure the provision of reliable, sustainable and affordable air and sea links				
We will ensure conditions that encourage enterprise				
We will remove barriers to business, keeping regulation appropriate and proportionate, whilst respecting social and environmental safeguards				
We will define the level of risk with which Guernsey is comfortable				

Centre of excellence and innovation	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
<p>We will promote innovation within the public sector and its partners, and in pursuit of the realisation of government policies and strategies</p>	<p>CHSC will investigate opportunities to create a health tourism offer, which may focus on physical or mental health, working together with the Committee for Economic Development.</p>			<p>Economic Development</p>
	<p>CHSC will explore opportunities to be involved in research relating to the development of new treatments and technologies, ensuring that Guernsey residents can benefit from next generation healthcare at the earliest opportunity.</p>			
	<p>CHSC will increase its capacity to collect and use data about the health and wellbeing of the island, in order to assist future planning, as well as involving ideas from staff and service users in shaping health and social care services.</p>			

Centre of excellence and innovation	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will promote the pursuit of skills in science, technology, engineering and mathematics, providing opportunities for men and women to gain the strong technical skills that underpin a creative, innovative society				

Mature international identity	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will ensure our interests are taken into account in the UK / EU exit agreement and seek new opportunities where possible				
We will ensure Guernsey continues to meet existing and emerging international standards in relation to market access				
We will progress work on signing up to appropriate and proportionate social, environmental and justice standards	CHSC will aim to develop a Target Operating Model which meets international standards in terms of health and social care.			
	The development of sensible regulatory and governance standards for health and social care, and safeguarding for children and vulnerable adults, is described above. CHSC will seek to participate in various donation schemes throughout the UK.	CYPP, D&I, MH&W, SLAWS	Embedded in strategies	
We will seek greater autonomy from the UK in respect of the legislative process and international agreements				

Mature international identity	How are we going to make this happen? (SMART objectives)	Any links to existing strategies?	Key Performance Indicator(s) – i.e. how do we know when and how well we have achieved our objective?	Other Committees involved
We will protect and promote our unique identity, language and rich natural and cultural heritage, including through our culture and arts				
We will increase access to and participation in arts and culture for all in our community				