

**The Bevan Commission:  
an essential resource for Covid-19  
and beyond**

## 1 Background / Context

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The Bevan Commission is an independent, expert group, *established in 2008 by the then Minister for Health and Social Care to ‘analyse, scrutinise, interpret and comment on health and care related matters in Wales, providing reliable and relevant impartial advice, guidance and counsel’*. The Commission has become a leading ‘Flagship for Wales’ sharing its ideas and thinking internationally, as well as ensuring that Wales can draw on best practice from across the world.

Through its 23 Commissioners the Commission can access centuries of combined experience and expertise from health and care, industry, academia, and the third sector in delivering health and well-being. This expert source of knowledge has informed and challenged service transformation in Wales, the UK and internationally, where its work is widely acknowledged and shared. The dedicated support of its internationally respected Commissioners provides a unique collection of thinking and challenge for Wales to draw upon <http://www.bevancommission.org/en/board-members>

The Commission has a successful track record of producing reports, publications and research which has influenced policy and practice in Wales including primary, social, community and acute care, public health and the wider social determinants of health.

The Bevan Commission believes it is uniquely placed to provide independent counsel and support to Welsh Government in reviewing the impact and informing ongoing plans and developments of Covid-19 on various aspects of Wales’ life and service provision. The Commission has access to a range of domestic and international expertise and networks including the USA, Australia, New Zealand, Canada, and Scandinavia and through our strong collaboration with the International Foundation for Integrated Care (IFIC).

The Commission has a strong network of over 500 people it works with to make transformational change a reality, including:

- Bevan Exemplars- front line workers within health and care trying out and testing innovative approaches to prudent health and care
- Bevan Fellows – early career and senior health and care leaders undertaking research, leadership development and education
- Advocates - members of the public, patients and carers who use their local knowledge and networks to promote prudent health and care
- National Adopt and Spread Programme participants who are testing out what works best in adopting and spreading innovative ideas..

The Bevan Commission is hosted and supported by Swansea University which enables rapid access to academics, researchers and other core support. It brings academic rigour to its work through its Commissioners, its core team, and links with other academic institutions. It also collaborates with range of key partners such as; the Future Generations and Older People’s Commissioners, Learned Society, RCP, RCGP and International Foundation for Integrated Care (IFIC).

## 2 Future Covid-19 Questions / Issues

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The Bevan Commission as the leading, independent authoritative Think Tank for Health and Care in Wales will take a proactive stance to consider what the Covid-19 pandemic means to Wales - how it can learn both retrospectively and prospectively, in the short and longer term as the situation evolves. It will use the Prudent principles to underpin its approach in determining what action is needed to secure and sustain health and wellbeing and including the wider social, environmental and economic determinants associated with maintaining this most equitably across Wales. Some of the questions we are particularly interested in include:

- How the crisis has brought about rapid changes in service delivery and what have been the benefits (and disadvantages) of such change? e.g. Telephone and video consultations in primary care and outpatients.
- Which beneficial changes and innovations might be sustained and how might they be embedded into mainstream practice?
- What are the emerging best practices, how do they measure against Prudent Health principles and which should be rapidly spread across Wales? (building upon evidence drawn from our National Adopt and Spread Programme)
- How demand for services has changed (e.g. reductions in Emergency Department attendance) and with what positive and negative impact. How much of that should Wales look to keep in place post Covid-19, and what would be required to do so?
- What has not gone as well as was anticipated and what are the lessons?
- The role coproduction has played in tackling Covid-19 and how positive developments can be built upon?
- What can we learn from the communication of the covid-19 health messages?
- How might the increased public awareness and support for the NHS and social care be built upon?
- The difference in response and resources between NHS and social care.
- How might we build upon collaboration with industry/ academia to help speed up and sustain the rate of ongoing innovation and transformation?
- How Wales can rapidly move into a post pandemic environment and engage all parties in managing the consequences of Covid-19?
- What Wales can draw from other countries in handling Covid-19 (and vice versa) highlighting any particular successes in Wales to a wider audience?
- How can the negative impacts of stress, trauma and PTSD be mitigated for frontline staff, patients and others?
- How should we protect and support the health and well-being of staff on 'return to work' and in the longer term.
- How can we ensure that recruitment into health and social care is not adversely affected by the Covid-19 crisis?
- What can we learn from the support or otherwise provided to care homes and the policies and practices adopted over time
- To what extent has humanity been balanced against the technical aspects of care and may there be ways to introduce more humane protocols and

processes both within hospitals and the care settings, especially for end of life care?

- To what extent have sectors external to health and social care contributed to managing the Covid-19 emergency and what aspects of these contributions might be exploited to assist in building a resilient population in moving forward?

### 3 Bevan Commission: Covid-19 – Intelligence Series

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To help address these questions and other matters, a Covid-19 Intelligence Series has been established to ensure that it has the *‘ability to acquire and apply knowledge and skills’*. The Commission will be gathering information from a wide variety of sources to inform its thinking and findings including; academic, clinicians, professionals, patients and members of the public.

It will also utilise the knowledge, expertise and leadership of its 23 internationally renowned Commissioners to inform recommendations for the future and also to encourage everyone to play their part in restoring the health, wealth and work for the people in Wales.

The following sets out the various steps involved in providing the intelligence from which to make sound, informed conclusions and recommendations. These steps include:

#### 3.1 Data and Information analysis

This work will help make sense of the wide range of data and information that has been used to date to inform the Covid-19 and its advice. It will take an overview of the information and data sources and where, why, when and how they have been used to inform the public and professionals. This information will be used to provide advice and recommendations to inform future decisions and ongoing actions.

#### 3.2 Early Lessons

This work will reflect upon the sequence of actions and the various issues and evidence involved in the following, many of which are inextricably linked;

- Predictive analysis / modelling
- Lockdown
- NHS v Social Care
- PPE
- Testing
- Local Engagement
- Communications

#### 3.3 Covid-19 – Impact on Wales

This will aim to consider a range of factors that will affect the health and wellbeing in Wales, both in the short and longer term. The Commission will work with others, such as the Learned Society, to address;

- health and wellbeing,
- economy/ employment
- environment
- social / community
- political

### 3.4 Gathering wider views and evidence

This will bring together a range of views and information gathered from people's stories, logs and from surveys, from our network of Exemplars, Advocates, Fellows and the views of other partners with whom we also collaborate. This will capture views on Covid-19 as it evolves over a number of months, with people working at all levels within health and social care, the public and patients.

We will also utilise the expertise of the Bevan Commissioners themselves through a series of Bevan Commissioner Opinion Pieces for its website and wider press. Each of these take a different dimension and perspective on Covid-19 drawing from their individual expertise and experience to present their views on the impact and implications for Wales. To date these have included a diverse number of subjects including:

#### **Bevan Commission: Covid-19 Opinion Pieces**

- Sir Paul Williams: [Using Coronavirus as an unprecedented opportunity to transform health and care services in Wales](#)
- Professor Trevor Jones CBE: [The challenge of finding medicines and vaccines to beat Covid-19](#)
- Roy Noble: [Isolation in the midst of the coronavirus crisis: a view from the Valleys](#)
- Barbara Chidgey: [Patient voices helping shape our journey through and beyond Coronavirus](#)
- Nygaire Bevan: [Our Scary Spring- What We Must Learn From the 2020 Viral Outbreak](#)
- Fran Targett OBE: [Health inequalities – Covid-19 and beyond](#)
- Professor Bim Bhowmick: [Pandemic Spotlight on Care Homes: Leadership and Re-thinking](#)
- Chris Martin: [A moment of reflection during the Covid-19 Pandemic](#)
- Baroness Ilora Finlay of Llandaff [Covid-19: Re-balancing our priorities and values](#)

In progress:

- Dame Sue Bailey - Putting our mental health at the heart of the recovery from Covid-19
- Professor Ewan Macdonald – Returning to Work Safely

Others will cover the wider social reflections, transformation opportunities, social care dimensions, the economic and inequality implications, ethical considerations, infrastructure and delivery networks, psychosocial / mental health and well-being impacts. Further topics will be added over time responding to the situation as it moves on.

### 3.5 Solutions and Next Steps

This document will assimilate the wide range of information, evidence and feedback from the wide range of sources described above. The Commissioners will bring their collective and objective expertise to analyse and interpret this to establish a **comprehensive set of recommendations and actions to secure sustainable health, wealth and wellbeing for Wales in the future**. This will be an evolutionary and iterative programme of work responding to needs as they evolve. It will continue to reflect upon, review and as necessary, revise its considerations as the situation and further evidence develops. This will be an essential component of work to inform Welsh Government over the next 5 years.

### 3.6 Bevan Commission – ‘Witness Statement’

The Bevan Commission will set out an **‘Independent Witness Statement for the Future Health and Wellbeing of Wales’** This will be a succinct statement based upon the in depth and comprehensive analysis of a wide range of evidence and information highlighting the essential and fundamental foundations for the future wellbeing of the people of Wales.

## 4. Covid-19: Beyond the Curve - future proposals and opportunities

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The Bevan Commission will continue to review and re orientate both its current and future work programme in order to respond to changing needs and to answer some of the key questions above and others that may emerge. The Commission will also seek to work in partnership with other organisations/ think tanks to ensure that all skills, knowledge and expertise are most effectively pooled to secure a healthy and wealthy Wales in the future.

The following sets out some of the important tasks and opportunities to learn from the past and build upon the positive opportunities that Covid-19 has demonstrated, whilst also reflecting and building upon the cumulative wisdom and advice offered to date.

**4.1 Independent Reviewer /Critical Friend** – to Welsh Government, Health Boards and Trusts across Wales, providing independent analysis, review on a variety of

Covid-19 specific and strategic related matters. This could include advising on an exit strategy from lockdown and on the longer term post lockdown actions and advice. It could also include an opportunity for leadership team reflection, guidance and safe critical review.

**4.2 Bevan Commission: Special Covid-19 Plenary** – this will be held on June 25, 2020 with an agenda focusing upon the assimilation of the information and evidence gathered to date. It will also feature Professor Don Berwick who will offer his insight and perspective to the meeting and we will aim to produce Special feature papers from this addressing;

- **In Place of Fear’: Forging a Better Future for Wales**
- **A Re - Vision of Health and Care in the Future for Wales: Our Health -- Our Care -- Our Responsibility**

#### **4.2 Key potential Papers and Publications**

The following includes a range of potential papers to inform and support future actions beyond the Covid-19 curve.

- **A Witness Statement** -- Covid-19 and Beyond – the impact and implications, lessons and opportunities
- **‘In Place of Fear’: Finding a Better Future for Wales**
- **A Re- Vision of Health and Care in the Future for Wales: Our Health -- Our Care -- Our Responsibility**
- **‘Beyond the Curve’ – Thought Series**

*Beyond the Curve: An Integrated National Health and Care System for Wales – an option appraisal*

*Beyond the Curve: Sustaining the gains from Covid-19*

*Beyond the Curve: Building Resilient People and Communities across Wales*

*Beyond the Curve: Re-visioning the Lives, the Health and the Care of our Elderly*

*Beyond the Curve: Putting our Mental Health at the Heart of the Recovery from Covid-19'*

*Beyond the Curve: A Prudent Response to Covid-19*

*Beyond the Curve: Safeguarding Quality Systems across Health and Care*

*Beyond the Curve: One Health: A Pathfinder for One Health Wales: people’s wellbeing and planetary health*

**4.3 Social Return on Investment** – (SROI) understanding the wider ‘value’ of assets such as public engagement, carers, volunteers, the third sector and the role of local communities in supporting health and well-being through pandemics such as Covid-19 and other challenges. This builds upon the Bevan Commission’s Social Model of Health and Care, in recognition that a more traditional medical model of healthcare is not the solution for the future.

#### **4.4 Bevan Innovators: responding to Covid-19**

The Commission recognises the importance that people and professionals make in helping to identify, develop and drive change. The Bevan Innovators will continue to create social movements for change essential to Covid-19.

- **Bevan Advocates** – as co-producers in health and care – developing and utilising our network of Advocates to help develop and drive innovative solutions engaging the public. Using their expertise to inform decisions as they are needed around Covid-19 and the exit plans driving change through social movements.
- **Bevan Exemplars: Covid-19 Focused Exemplar Call** – refocusing the next Bevan Exemplar call to help find innovative Covid-19 solutions between health and care workers, industry, third sector and academia etc. This programme will support the development of these ideas through a programme of mentors, training and networks.
- **National Adopt and Spread Programme: Covid-19** – Use the National Adopt and Spread infrastructure and learning environment to embed and apply Covid-19 ideas across Wales in the longer term.

**4.5 A National and International Learning and Leadership Platform** – utilise international links and expertise to learn from and develop joint learning and leadership development opportunities. We have tested this to date through our **Return to Work** seminar in partnership with the Society of Occupational Medicine. This registered almost 500 people from an extensive range of industries, inside and outside the UK including: Transport, Military, NHS, Local Government, Universities, Manufacturing, Service and Retail sectors. Due to the high demand this will be re-run specifically for industries in Wales. We will also review our proposed International Learning Week on line and with a focus on Covid-19