

EITEM AGENDA / AGENDA ITEM: 3

Cyd-bwyllgor Canolbarth Cymru ar gyfer Iechyd a Gofal / Mid Wales Joint Committee for Health and Care			
Dyddiad y Cyfarfod: Date of Meeting:	14 th October 2024		
Eitem ar yr Agenda: Title of Report:	Mid Wales Joint Committee's Priorities and Delivery Plan 2024/25 including the report of the Lead Chief Executive and the Mid Wales Planning and Delivery Executive Group		
Arweinydd: Lead:	Hayley Thomas, Chief Executive of Powys Teaching Health Board and Lead Chief Executive of the Mid Wales Joint Committee / Peter Skitt, Ceredigion County Director and Mid Wales Joint Committee Programme Director		
Pwrpas yr adroddiad: Purpose of the Report:	To receive an update report on the Mid Wales Joint Committee's priorities and delivery plan for 2024/25 including the report of the Lead Chief Executive and the Mid Wales Planning and Delivery Executive Group.	Ar gyfer cytundeb For Agreement	
		Ar gyfer trafodaeth For Discussion	✓
		Ar gyfer gwybodaeth For Information	
<u>Crynodeb / Summary</u>			
1. Introduction			
<p>The Mid Wales Joint Committee has a set of annually agreed Mid Wales priority areas which have been identified as those areas that will provide added value through working on a Mid Wales footprint. These priorities align with the Integrated Medium-Term, Annual and Regional Plans of the Joint Committee's partner organisations. The priority areas focus on a whole pathway approach with regional links between primary, secondary, community and social care which support the Welsh Government's expectation for Mid Wales organisations to work together to plan and deliver regional solutions across organisational boundaries.</p> <p>The work of the Joint Committee is co-ordinated by the Mid Wales Planning and Delivery Executive Group. The focus of the group's work is to oversee the development and implementation of the Mid Wales Priorities and Delivery Plan which is considered alongside individual organisational plans together with the consideration of any other emerging matters which require a collaborative discussion and regional approach.</p> <p>The Mid Wales Planning and Delivery Executive Group is supported in its work by its sub-groups:</p> <ul style="list-style-type: none"> • The Mid Wales Clinical Advisory Group which advises on specific clinical models of care, taking a leadership role in detailed design where appropriate. • The Mid Wales Social Care group which focuses on Social Care and the alignment of plans for social care services across Mid Wales. 			

2. Priorities 2024/25

2.1 Mid Wales priorities

The Mid Wales priorities for 2024/25 are a continuation of the priorities that were in place for 2023/24 as follows:

- Urology
- Ophthalmology
- Cancer
- Dental
- Clinical Strategy for Hospital Based Care and Treatment and regional solutions.
- Cross Border workforce arrangements

2.2 Top 3 Clinical priorities

For 2024/25 the top 3 clinical priorities also remain the same as for 2023/24 and are being taken forward as follows:

- i) Urology - Mid Wales Urology group established and led by the Lead Clinical Executive Director for the Joint Committee.
- ii) Palliative Care - This priority was previously included within the Cancer priority but is now being taken forward separately.
- iii) Rheumatology -The Mid Wales priority for 'Clinical Strategy for Hospital Based Care and Treatment and regional solutions' includes the Bronglais General Hospital Strategy for which the action plan includes Rheumatology services.

2.3 Social care priorities

The Mid Wales Social Care Group have developed an agreed set of top 3 priorities to focus with future meetings/workshops to focus on one priority area. The top 3 social care priorities are:

- i) Residential Children's Accommodation with links to eliminating profit on small homes (Childrens' Services).
- ii) Trusted Assessor along with Delayed Pathways of Care.
- iii) Welsh Community Care Information System (WCCIS)

3. Mid Wales Priorities and Delivery Plan 2024/25

For each one of the Mid Wales Priorities for 2024/25 a Plan on a Page has been developed (Appendix A) with a more detailed update on progress to date provided below.

3.1 Urology

Objective

Continue the development of a programme of renewal for Urology pathways across the region which will support and link to the national pathway work.

Update

Prostate cancer PSA pathway

A meeting of relevant Health Board Consultants and GP Cluster leads was held on 12th September 2024 to consider the current administration systems in place for the surveillance of PSA levels for prostate cancer patients post treatment and for those with raised PSA levels who were found not to have prostate cancer. It was noted that surveillance did not fall under GMS work as this was classed as screening and that there is a need to ascertain whether this is a local issue or a national issue.

Trial Without Catheter

The Mid Wales Clinical Advisory Group agreed with the Urology group's recommendation that the next area of focus will be Trial Without Catheter for which a task and finish group has been established and has met twice.

A more detailed update on the Urology Priority is included in the paper for Agenda Item 4.1 Mid Wales Clinical Advisory Group update report.

3.2 Ophthalmology

Objectives

Recruitment to the Mid Wales Ophthalmology leadership role to lead on the Multidisciplinary (MDT) approach to Ophthalmology services across Mid Wales.

Increase capacity and access to Ophthalmology services through the development of a regional and whole system pathway approach supported by the establishment of links between Health Boards.

Update

At its meeting of the Mid Wales Planning and Delivery Executive Group on 11th September 2023 it was agreed that the proposal to cover the joint Ophthalmology post using paid sessions should be explored further. Powys Teaching Health Board have developed a bid for National Planned Care Fund to request resource for ophthalmology clinical leadership sessions. This bid was submitted in March 2024 and is currently pending funding outcome.

The Mid Wales Ophthalmology group has been re-established and has met twice. The group have identified the following opportunities to increase capacity within ophthalmology services across Mid Wales:

- Cataract pathway: To scope opportunities to repatriate preoperative pathways and biometry in Powys Teaching Health Board including capital equipment requirements. To refresh work undertaken to understand potential activity for procedures which could be repatriated into Mid Powys (Llandrindod).

Data has been obtained and shared on the numbers for Powys and Betsi Cadwaladr patients who have received ophthalmology treatment at Hywel Dda University Health Board.

- Wet Age-related macular degeneration (AMD) pathway: To scope opportunities for Powys Teaching Health Board nurse led wet AMD service in North Powys (Newtown) with HDUHB medical oversight/ District General Hospital pathway.

A proposal for a North Powys Nurse led wet AMD service delivery has been developed and will be discussed in more detail by the Powys Senior Nurse Manager for Outpatients and the Hywel Dda Senior Nurse Manager for Ophthalmology.

- Primary Care eye care services in South Gwynedd: Explore the available opportunities for recruiting primary care eye care practitioners to provide services in the South Gwynedd area.

A task and finish group is to be established to explore what support could be made available to better attract primary care eye care practitioners to South Gwynedd.

- Networking opportunities joint pathway development with Hywel Dda University Health Board: Powys Teaching Health Board working into Hywel Dda University Health Board at the North Road clinic to inform Powys Teaching Health Board pathway development/repatriation opportunities with eyecare Multidisciplinary (MDT) in Powys.

Hywel Dda University Health Board have been successful in recruiting two Specialty Associate Specialist (SAS) doctors. One doctor has recently commenced in Bronglais General Hospital with the start date for the second doctor not yet confirmed. Both doctors will need to undergo a period of induction period to familiarise themselves with the Health Board.

3.3 Cancer

a) Objective

Establish the new Chemotherapy Day Unit at Bronglais General Hospital.

Update

Building work on the new £3million Chemotherapy Day Unit at Bronglais General Hospital, Aberystwyth, commenced in May 2024. It is expected that the unit will be ready to welcome its first patients in March 2025.

b) Objective

Review radiotherapy and chemotherapy pathways to identify opportunities for increasing provision and improving access across Mid Wales and identify what improvements can be made to cross organisational handover arrangements. Also ensure the needs of the population are considered as part of other regional developments.

Update

There is Mid Wales Joint Committee representation on the South West Wales Cancer Oncology Outpatients and Radiotherapy working groups. Links between these two groups and Powys Teaching Health Board and the Welsh Ambulance Services University NHS Trust have now been established with meeting papers shared with nominated representatives of both organisations.

- **Radiotherapy**

Second CTSIM

The draft Business Case for the second permanent CT3 Simulator was circulated to members of the Radiotherapy Modernisation Group on 24th May 2024 for feedback with the final version considered at the meeting of the Radiotherapy Modernisation Group on 21st June 2024.

The Joint Committee team asked that the Hywel Dda University Health Board data included within the business case be broken down into county level (Ceredigion, Carmarthenshire and Pembrokeshire) in order to get a better understanding of the travel distances for Ceredigion patients. It was felt that more detailed information was not essential for the CT SIM business case but that it would be helpful to have this included in forthcoming business case(s) for future LinAcc machines.

5th LinAcc

As previously reported the group are progressing work on a 5th LinAcc to be in place and operational by 2026/27. This is to meet the increased demand for Radiotherapy services and two options are currently being considered for the regional model as follows:

- Singleton Hospital to continue to be the main radiotherapy site for South and West Wales with the 5th LinAcc sited at Singleton Hospital, Swansea.
- Satellite Radiotherapy Centre to be established at a site within the Hywel Dda University Health Board area with the re-distribution of current LinAcc machines over a 5-10 year period as they become out of date and need replacing.

The Joint Committee team have asked that consideration be given to the needs of the Mid Wales population when considering the regional model, in particular, the options considered for the site for a potential satellite radiotherapy centre and the availability of accommodation at the main Radiotherapy site at Singleton Hospital.

- **Oncology**

The Joint Committee team were asked to support the Hywel Dda University Health Board cancer team in exploring the future proofing of Oncology services at Bronglais Hospital, Aberystwyth, through in-reach from organisations neighbouring the Mid Wales region. Initial contact was made with relevant officers from Shrewsbury and Telford NHS Trust and Betsi Cadwaladr University Health Board. Shrewsbury and Telford NHS Trust advised that were currently not in a position to support Hywel Dda with any future proofing of services. However, Betsi Cadwaladr were open to having a discussion about future provision as part of a 5 year strategy as they are continuing to recruit to their cancer services. A meeting was held on 1st May 2024 between Hywel Dda and Betsi Cadwaladr University Health Board representatives during which initial discussions were held on the long term strategy for support for oncology service provision at Bronglais Hospital and available options for services including acute oncology nurse consultant roles, affiliation to more than one cancer centre and virtual ward support. The Hywel Dda University Health Board Cancer Services Management Team are considering the available options discussed at this meeting and the next steps.

The proposal to provide adjuvant biphosphate infusion therapy at Bro Ddyfi Hospital, Machynlleth, in addition to what is already being provided at Llanidloes Hospital, has been explored and will not be progressed further.

An update on the work of the Mid Wales cancer priority has been provided to Powys Teaching Health Board for updating their Cancer Improvement Plan which includes two key milestones related to the Bronglais Chemotherapy Day Unit and Palliative Care which are assigned to the Mid Wales Joint Committee.

3.4 Community Dental Services

Objectives

Explore the feasibility of an integrated service for joint General Anaesthetic list at Bronglais General Hospital using existing facilities not fully utilised.

Identify what improvements could be made to general NHS Dental services provision across Mid Wales.

Update

A meeting of the clinical and managerial leads for Powys Teaching Health Board and Hywel Dda University Health Board was held on 18th June 2024 to discuss how best to take forward this priority and the following areas of work have been agreed for 2024/25:

- **Endodontic treatment**

Pathway for Hywel Dda University Health Board patients into the Powys Teaching Health Board Llandrindod Wells Hospital for Endodontic treatment.

Access to and waiting times for NHS Endodontic treatment is challenging at present and so this has been agreed as an opportunity that needs to be explored. Initial work has commenced on gathering information on the costs and service level detail to explore the feasibility of this proposal. The proposed pathway to Llandrindod Wells will in the first instance be limited to patients from 'SY' postcodes in Hywel Dda University Health Board.

- **Paediatric General Anaesthesia:**

To develop a shared Hywel Dda University Health Board / Powys Teaching Health Board Paediatric General Anaesthesia list at Bronglais General Hospital under the leadership of the Powys Paediatric Dentistry Consultant.

Hywel Dda University Health Board were already in the process of setting up a task and finish group to review the Paediatric General Anaesthesia pathway and the group's remit will now also include the option of exploring the provision of a service at Bronglais General Hospital. The work of the task and finish group will not be operational before 2025/26. The Joint Committee team have provided the names of those relevant representatives from the North of Hywel Dda that should be included in the membership of the task and finish group.

The Integrated Health Community Director (West) for Betsi Cadwaladr University Health Board has been asked as to whether the Health Board wishes to re-engage and be involved in the Mid Wales dental priority. This currently being considered by the Health Board's Planned Care team.

3.5 Clinical Strategy for Hospital Based Care and Treatment and regional solutions

Objective

Implementation of the Bronglais General Hospital 10 year Clinical Strategy which will support the development of regional and cross border solutions.

Update

Hywel Dda UHB Clinical Services Plan programme

In 2023, Hywel Dda University Health Board established a Clinical Services Plan programme, to review some fragile services and develop a set of proposals for the provision of these services over the medium-term, until the establishment of the new hospital network as part of its long-term health and care strategy 'A Healthier Mid and West Wales: Our Future Generations Living Well'. At the Board meeting of Hywel Dda University Health Board in March 2023, it was agreed that the following services required focused support and would form a programme of work to deliver the Clinical Services Plan:

- Critical Care
- Dermatology
- Emergency General Surgery
- Endoscopy
- Ophthalmology
- Orthopaedics
- Radiology
- Stroke
- Urology

- Primary Care and Community

Phase 1

As part of the first phase of the review, staff were invited to share their views through completing a survey during September and October 2023. A survey was also shared with patients in October and November 2023, to capture their views of using services included in the Clinical Services Plan. The initial phase for Primary Care and Community invited the four contractor professions, as well as the out of hours and community dental workforce, to share their feedback through the completion of a survey that was open between November 2023 and January 2024

An issues paper was developed highlighting a broad range of factors that impact on services including feedback gained through the staff, patient and contractor surveys. This paper was presented to the Health Board's public board meeting on 28th March 2024

Phase 2

Phase two was undertaken between April 2024 and August 2024. The final step is to score the options ahead of presenting them to the Hywel Dda University Health Board public board meeting on 28th November 2024.

The next step for Primary Care and Community care is the development of a strategy that will set out the principles and standards required to provide safe and sustainable Primary Care and Community services. A period of early engagement with staff, stakeholders and communities is taking place from 2nd September to 11th October 2024. The engagement exercise is focused on planning how best to deliver Primary Care and Community-based services, which cover most NHS-provided health and care services outside of hospitals.

Engagement across Mid Wales

A presentation on the Hywel Dda Clinical Services Plan was provided to the Mid Wales Planning and Delivery Executive Group on 2nd July 2024 and the presentation has been shared with the Mid Wales Clinical Advisory Group.

The Hywel Dda University Health Board Director of Planning has met with the Powys Teaching Health Board Executive Director of Planning, Performance & Commissioning and the Betsi Cadwaladr University Health Board team to discuss the alignment of organisational strategic commitments, particularly around Hywel Dda's Clinical Services Plan. The Hywel Dda University Health Board Clinical Services Plan team are in the process of confirming a date to attend a meeting of the Powys Teaching Health Board Executive team meeting.

Bronglais General Hospital clinical strategy

In light of the work that Hywel Dda University Health Board is undertaking on its Clinical Services Plan there is a need to undertake a review of the Bronglais General Hospital strategy. The timescale for the review of the strategy will be determined by the timescale for the Hywel Dda Clinical Services Plan for which Phase 2 is due to be completed by November 2024.

3.6 Cross Border workforce arrangements

Objective

Develop solutions to establish cross border health and social care workforce arrangements across Mid Wales.

Update

The Mid Wales Workforce group have agreed five priority areas to focus on for developing solutions to establish cross border health and social care workforce arrangements across Mid Wales as follows:

- i) Build unified workforce intelligence that identifies the workforces required and to create new and enhanced roles across Health Boards and Social Care (aligning to the All Wales Health and Social Care Strategy).
- ii) Scope and deliver development programmes which include effective and efficient leadership, talent management, clinical education (including inter-professional education) which creates consistency in how we lead and support people and where possible provide intra organisation delivery.
- iii) Develop compassionate processes/initiatives that support workforce wellbeing.
- iv) Share good practice across the Mid Wales region.
- v) Develop recruitment strategy to encompass portfolio careers, apprenticeships, and joint working.

The Mid Wales Workforce Group are developing the scope for each of the priority areas and several meetings of the group have been held. Key areas of work progressed on education and development include:

- Powys Teaching Health Board and Hywel Dda University Health are sharing best practice in relation to special interest groups and the development of communities of practice, equity of paid and unpaid study leave, future workforce activity and sharing of resources.
- The Support worker induction development teams are currently contributing to a Health Education and Improvement Wales initiative to streamline workbooks and develop more efficient assessment procedures.
- A full day team engagement event between Powys Teaching Health Board and Hywel Dda University Health Board has taken place, with a focus around developing a joint approach to delivering a South West development programme. This includes mapping subject areas and managing a quality assurance process for subject delivery.
- There is evidence that Education and Development teams are building closer working relationships, recently Hywel Dda University Health Board supported Objective Standard Clinical Examination (OSCE) training delivery for Powys Teaching Health Board during a period of temporary staffing issues.
- Virtual training has been identified as an area where resources could be shared and would help address the issue with sourcing training.

3.7 Palliative Care

Objective

Review palliative care pathways to identify opportunities for simplifying models through a shared cross organisational workforce approach.

Update

In 2023, the National Clinical Lead for the National Palliative and End of Life care programme asked the Joint Committee team to support the National team in facilitating group discussions on a Mid Wales level to inform the work of the national programme. Feedback from a Joint Committee facilitated workshop with Mid Wales Health Board palliative care leads was

provided to the national team. This feedback outlined the current issues and challenges faced in the delivery of palliative care services across Mid Wales, in particular, out of hours and weekend working.

The Joint Committee team met with the national team in July 2024 to discuss what further support the national team required on ensuring the Mid Wales position was considered in the national programme. Following this, the Joint Committee team facilitated meetings between the national team and Mid Wales Health Board palliative care leads to allow them to share the latest position on current palliative care pathways and service provision across Mid Wales with the purpose of providing an updated position for informing the on-going work being undertaken by the national programme. The Joint Committee team has been asked to arrange a further meeting between the national team and Mid Wales Palliative Care leads for November 2024 following the publication of the national service specification.

4. Mid Wales Social Care Group

Members have agreed that due to challenges in attendance formal meetings will be replaced with the following:

- An agreed set of priorities with future meetings/workshops to focus on one priority at a time and relevant officers from each Local Authority invited to attend.
- Monthly email communication between members to highlight any immediate areas of concern which the group need to be aware of.

As reported in section 2, the Mid Wales Social Care Group has identified and agreed a set of priorities to focus on current issues and challenges, and opportunities for shared learning and joint working.

4.1 Residential Children's accommodation

Following a workshop in February 2024, which was attended by representatives of Ceredigion and Powys Councils, links have been established between the Registered Managers for Powys and Ceredigion.

Those who attended the workshop were asked for the top 3 outcomes/benefits from the session so the workshop could be evaluated. Feedback from those who attended the session on the benefits of the session included:

- Great to have time to discuss with colleagues some of the challenges and solutions for delivery.
- Sharing good practice.
- Sharing documents e.g. policies, framework documentation, job descriptions.

A second workshop will be arranged when the first Ceredigion accommodation unit is close to being operational which will allow the sharing of updates on the progress of work being undertaken within the Local Authorities.

4.2 Trusted Assessor including Delayed Pathways of Care

The definition of the role, purpose and outcomes for Trusted Assessor role are being interpreted differently by health and care organisations across Wales. A meeting was held on 25th June 2024 to consider the role of Trusted Assessor, share the challenges currently being encountered, what is working well, what is not working well and opportunities for shared learning and joint working. Relevant service leads from the three Mid Wales Local Authorities were invited. Key projects discussed at the session were as follows:

- Lampeter Integrated Care Network project
- Equipment project
- Bronglais General Hospital Emergency Department project

Those who attended the workshop were asked for the top 3 outcomes/benefits from the session and feedback received on the benefits of the session were as follows:

- The South Gwynedd Community Resource Teams have started to hold a brief 15 minute daily huddle with Bronglais General Hospital. Initial feedback from the Bronglais General Hospital team has been very positive.
- Consideration is being given to sharing the approach with the work being undertaken on the development of the Lampeter Integrated Care Network.
- The workshop supported making connections with colleagues from other Local Authorities, the sharing ideas and on-going discussions which are now being arranged.

4.3 Welsh Community Care Information System (WCCIS)

The contracts for the WCCIS system for individual Local Authorities across Wales are expiring at different times with the three Mid Wales Local Authorities currently at different stages of the procurement and replacement process. Members of the group have shared the current organisational position and the risks with an agreement to continuously share updates and share lessons learnt.

4.4 Issues raised by members of the group

Members of the group are asked to highlight any immediate areas of concern within their respective areas which they feel the group needed to be aware of. Due to a number of issues raised a meeting of the Mid Wales Social Care group was held on 27th September 2024 to discuss and share the latest organisational position on the following matters:

- WCCIS
- Eliminate Profit
- Demography in rural Mid Wales
- Fee setting
- Continuing Care, Continuing Health Care and Section 117
- Target Length of stay for social care set by the Local Care Action Committee

5. Mid Wales Strategic Commissioning Group

The Mid Wales Strategic Commissioning Group have met three times in the last reporting period with the following key areas of work considered:

5.1 Dermatology Pilot in South Powys

The Powys Teaching Health Board Referral Management pilot which was planned to improve the quality of referrals into secondary care with high quality dermatoscope images to offer an advice and guidance service commenced on 1st September 2024 for 6 months to include all North GP Practices and St Michaels Clinic. If successful Powys Teaching Health Board will look to roll this out pan-Powys with Primary Care. This pilot will be reviewed at 3 months with a full evaluation at 6 months.

5.2 Community Cardiology service at Newtown Hospital

The Powys Teaching Health Board Community Cardiology Service in North Powys is now business as usual and progressing well with all referrals now repatriated from Shrewsbury and Telford NHS Trust to the Health Board's in house clinics. In relation to further implementation in Mid and South Powys this is currently under review with further discussions required.

5.3 Colorectal clinics at Newtown Hospital

As previously reported the Mid Wales Colorectal services task and finish group agreed to approach its work in a phased way with phase 1 to focus on establishing a Newtown clinic for Powys Teaching Health Board patients (first appointment) as a 3 month pilot which involved moving Powys Teaching Health Board work from Bronglais General Hospital back to Newtown Hospital. Following a review of the pilot at the 3 month stage the Mid Wales Strategic Commissioning group agreed to extend the pilot for a further 3 months and this has now been extended to 9 months to allow for more detailed demand and capacity information to be gathered from both a provider and commissioning perspective. This information will be considered at meetings of the Mid Wales Colorectal Task and Finish Group and Mid Wales Strategic Commissioning Group in November 2024 to consider and agree the future arrangements for the Newtown clinic beyond December 2024. It is worth noting that positive feedback has been received on the Newtown clinics with staff reporting that they are happy with the clinic arrangements and patients are happy to be seen at Newtown.

The Joint Committee team have also co-ordinated the development of a draft service specification for the Newtown colorectal clinic service to move from a Long Term Agreement to a Service Level Agreement arrangement.

5.4 Proposal for an Echocardiogram service at Bro Ddyfi Community Hospital

In June 2024, the Cardiology clinical team at Bronglais Hospital expressed an interest in undertaking an outreach clinic for echocardiogram for a fixed term period at Bro Ddyfi Community Hospital, Machynlleth, with Hywel Dda University Health Board supplying the equipment with a local Hywel Dda technician scanning. The Joint Committee team were asked to facilitate a meeting of relevant representatives from Powys Teaching Health Board and Hywel Dda University Health Board to explore this proposal further. Hywel Dda University Health Board have since advised that the Bronglais Hospital echocardiogram department is now unable to support an outlying clinic at Bro Ddyfi Hospital, Machynlleth as staffing levels within the echocardiogram department are critically low at present. It is the department's aim to provide diagnostics within the community, wherever possible, in order to reduce patient travel, however, this will not be possible in the short term.

6. Other key developments

6.1 Rural Health and Care Wales stand at the Royal Welsh Show (22nd to 25th July 2024)

Rural Health and Care Wales team were successful in securing a stand at the Royal Welsh Show, Builth Wells, which was held at the end of July 2024. The Joint Committee team asked Mid Health Boards and Local Authorities, whether they wished to take the opportunity to have a presence on the stand. Ceredigion County Council, Powys Teaching Health Board and Powys County Council had already made their own arrangements for a presence at the show. The Joint Committee team provided roller banner posters and information leaflets for displaying on the stand so as to promote the work of the Joint Committee's partners.

6.2 Mid Wales Healthcare Study 10 year celebration event – Rural Health and Care Wales conference 5th to 7th November 2024

The three day Rural Health and Care Wales Conference in November 2024 will include a session celebrating the achievements made against the recommendations of the Mid Wales Healthcare Study in the 10 years since its publication in October 2014. The Joint Committee team are currently working on the arrangements for this session which will include a presentation outlining what has been achieved for Mid Wales in the last 10 years.

Argymhelliad / Recommendation

For Discussion - The Mid Wales Joint Committee are asked to discuss the update report on the Mid Wales Joint Committee's priorities which includes the update report from the Lead Chief Executive and the Mid Wales Planning and Delivery Executive Group.

MID WALES JOINT COMMITTEE PRIORITIES 2024/25 – PLAN ON A PAGE

PRIORITY	Urology						
OBJECTIVE	Development of a programme of renewal for Urology pathways across the region which will support and link to the national pathway work.						
SCOPE	Urology services provided to North Ceredigion, North and Mid Powys and South Gwynedd residents	<ul style="list-style-type: none"> Reduction in referrals to out of area secondary care services. Improved Referral to Treatment waiting time position. Reduced travelling times for patients. Increased utilisation of services at Bronglais General Hospital. Increase in the number of outreach services across the Care Hubs in Mid Wales. Increase in the commissioning numbers for Hywel Dda UHB Bronglais Hospital Urology services from neighbouring Health Boards via the commissioning process. 			OUTCOMES		
GOVERNANCE	Responsible Officers: Executive Lead: Medical Director PTHB/Lead Clinical Director MWJC Delivery Lead: Consultant Urologist HDdUHB, Service Delivery Manager Urology HDdUHB Priority oversight through: Mid Wales Planning and Delivery Executive Group Governance through: Betsi Cadwaladr UHB, Hywel Dda UHB and Powys THB via the Mid Wales Joint Committee Delivery through: Mid Wales Urology Group	Key Phase			By Whom	By When	KEY DATES AND DELIVERABLES
		Prostate Cancer pathway: Complete the review of the prostate cancer pathway.			Mid Wales Urology Group	30/09/24	
		TWOC: Establish the Mid Wales TWOC task and finish group.			MWJC team	30/06/24	
		TWOC: Review the Trial Without Catheter (TWOC) provision across Mid Wales.			Mid Wales TWOC Group	31/07/24	
		TWOC: Identify gaps in the TWOC pathway.			Mid Wales TWOC Group	31/09/24	
TWOC: Identify available options to address the gaps in TWOC pathway.			Mid Wales TWOC Group	31/12/24			
RISK	Description	Likelihood	Impact	Score	Mitigating Actions		
	Inconsistent implementation of the nationally agreed prostate cancer pathway across Mid Wales	4	4	16			

MID WALES JOINT COMMITTEE PRIORITIES 2024/25 – PLAN ON A PAGE

PRIORITY	Ophthalmology					
OBJECTIVE	<ul style="list-style-type: none"> Increase capacity and access to Ophthalmology services through the development of a regional and whole system pathway approach supported by the establishment of links between Health Boards. Recruitment to the Mid Wales Ophthalmology leadership role to lead on the MDT approach to Ophthalmology services across Mid Wales. 					
SCOPE	Ophthalmology services provided to North Ceredigion, North and Mid Powys and South Gwynedd residents.	<ul style="list-style-type: none"> Increased capacity for National eye care pathways across Mid Wales. Improved access reduction in patient waiting times. Increase in the number of patients accessing outreach clinics. Increase in the number of cataract procedures undertaken in Mid Wales. Reduction in referrals to out of area services. Reduced travelling time / distance travelled for residents of Mid Wales. 			OUTCOMES	
GOVERNANCE	<p>Responsible Officers: Executive Lead: County Director Ceredigion HDdUHB/MWJC Programme Director Delivery Lead: Head of Planned Care PTHB, Service Delivery Manager HDdUHB, Service Manager BCUHB</p> <p>Priority oversight through: Mid Wales Planning and Delivery Executive Group</p> <p>Governance through: Hywel Dda UHB, Powys THB, Betsi Cadwaladr UHB via the Mid Wales Joint Committee</p> <p>Delivery through: Mid Wales Ophthalmology Group</p>	Key Phase		By Whom	By When	KEY DATES AND DELIVERABLES
		Joint Clinical Leadership role: To scope alternative options to the Mid Wales Ophthalmology consultant leadership role, bid to WG National Planned Care Fund for ophthalmology clinical leadership sessions submitted March 24, pending formal funding outcome.		Head of Planned Care PTHB, Assistant Medical Director Planned Care PTHB, Service Management HDdUHB	31/12/24	
		Cataract pathways: <ul style="list-style-type: none"> To scope opportunities to repatriate pre-operative pathway and biometry in PTHB including capital equipment requirements. To refresh work undertaken to understand potential activity for procedures which could be repatriated into Mid Powys (Llandrindod). 		Head of Planned Care PTHB, Service Management HDdUHB	31/12/24	
		Wet AMD services: To scope opportunities for PTHB nurse led wet AMD service in North Powys (Newtown) with either HDdUHB or BCUHB medical oversight/ DGH pathway		Head of Planned Care PTHB, Assistant Medical Director Planned Care PTHB, Service Management HDdUHB, Service Management BCUHB	31/12/24	
		Networking opportunities joint pathway development with HDUHB: PTHB working into HDdUHB (North Rd) to inform PTHB pathway development/repatriation opportunities with eyecare MDT in Powys.		Head of Planned Care PTHB, Service Management HDdUHB, Service Management BCUHB	30/09/24	
		Primary Care eye care services in South Gwynedd Explore the available opportunities for recruiting primary care eye care practitioners to provide services in the South Gwynedd area.		Service Management BCUHB	31/03/24	
RISK	Description	Likelihood	Impact	Score	Mitigating Actions	
	Financial challenge Medical Leadership sessions/Capital equipment requirements	3	4	12	Explore alternative options for capital charitable funds/ LoF, LTA underperformance.	

MID WALES JOINT COMMITTEE PRIORITIES 2024/25 – PLAN ON A PAGE

PRIORITY	Cancer					
OBJECTIVE	<ul style="list-style-type: none"> Establish the new Chemotherapy Day Unit at Bronglais General Hospital. Review radiotherapy and chemotherapy pathways to identify opportunities for increasing provision and improving access across Mid Wales and identify what improvements can be made to cross organisational handover arrangements. Also ensure the needs of the population are considered as part of other regional developments. Review palliative care pathways to identify opportunities for simplifying models through a shared cross organisational workforce approach. 					
SCOPE	Radiotherapy, chemotherapy and palliative care services provided to North Ceredigion, North and Mid Powys and South Gwynedd residents.	<ul style="list-style-type: none"> Reduction in referrals to out of area services. Reduced travelling time / distance travelled for residents of Mid Wales. Increase in the number of patients treated through the Bronglais General Hospital service. Reduction in the number of patients travelling to SaTH and beyond for chemotherapy services. Patient satisfaction surveys. 			OUTCOME	
GOVERNANCE	<p>Responsible Officers: Executive Lead: County Director Ceredigion, HDdUHB/MWJC Programme Director Delivery Lead: Interim General Manager Women and Children’s & Cancer Services, HDdUHB</p> <p>Priority oversight through: Mid Wales Planning and Delivery Executive Group</p> <p>Governance through: Betsi Cadwaladr UHB, Hywel Dda UHB and Powys THB via the Mid Wales Joint Committee</p> <p>Delivery through: Mid Wales Cancer Group</p>	Key Phase			By Whom	By When
		New Chemotherapy Day Unit at Bronglais General Hospital established.			County Director Ceredigion, HDdUHB/MWJC Programme Director	March 2025
		MWJC links with South West Wales Cancer plan / group.			County Director Ceredigion, HDdUHB/MWJC Programme Director and MWJC Programme Manager	On-going
		Develop a long term strategy for support for oncology service provision at Bronglais Hospital.			Interim General Manager Women and Children’s & Cancer Services, HDdUHB	30/09/24
		Confirm whether or not it is feasible to provide biphosphate infusion therapy at Bro Ddyfi Hospital.			Community Services Manager PTHB, Macmillan Lead Nurse for Cancer and Palliative Care PTHB	30/09/24
RISK	Description	Likelihood	Impact	Score	Mitigating Actions	

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PRIORITY	Dental					
OBJECTIVE	<ul style="list-style-type: none"> Explore the feasibility of an integrated service for joint General Anaesthetic list at Bronglais General Hospital using existing facilities not fully utilised. Identify what improvements could be made to general NHS Dental services provision across Mid Wales. 					
SCOPE	Dental services provided to North Ceredigion, North and Mid Powys residents.	<ul style="list-style-type: none"> Reduction in referrals to out of area services. Improved Referral to Treatment waiting time position. Increased utilisation of theatres and related services at Bronglais General Hospital. Reduced travelling time / distance travelled for residents of Mid Wales. 			OUTCOME	
GOVERNANCE	<p>Responsible Officers: Executive Lead: Director of Primary, Community Care and Mental Health PTHB Delivery Lead: Head of Dental & Optometry HDdUHB, Dental Director PTHB</p> <p>Priority oversight through: Mid Wales Planning and Delivery Executive Group</p> <p>Governance through: Hywel Dda UHB and Powys THB via the Mid Wales Joint Committee</p> <p>Delivery through: Mid Wales Dental Group BGH Strategy Implementation Steering Group</p>	Key Phase		By Whom	By When	KEY DATES AND DELIVERABLES
		Endodontic services: Gather information on the costs and service level detail to explore the feasibility of a pathway for Hywel Dda UHB patients to access the Powys THB service at Llandrindod Wells.		Head of Dental & Optometry HDdUHB	31/07/24	
		Endodontic services: Develop the business case.		Head of Dental & Optometry HDdUHB, Dental Director PTHB	30/09/24	
		Endodontic services: Agreement of the business case		Hywel Dda UHB committee (TBC)	31/12/24	
		Endodontic services: Pathway established for Hywel Dda UHB patients to access the Powys THB Llandrindod Wells Hospital for Endodontic treatment.		Head of Dental & Optometry HDdUHB, Dental Director PTHB	31/03/25	
		Paediatric GA: Establish task and finish group to explore a shared Hywel Dda UHB / Powys THB Paediatric GA list at Bronglais General Hospital under the leadership of the Powys Paediatric Dentistry Consultant.		Head of Dental & Optometry HDdUHB	31/07/24	
		Paediatric GA: Develop and agree the plan (2024 to 2026) for the development of a shared Hywel Dda UHB / Powys THB Paediatric GA list.		Head of Dental & Optometry HDdUHB	30/09/24	
RISK	Description	Likelihood	Impact	Score	Mitigating Actions	

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PRIORITY		Clinical Strategy for Hospital Based Care and Treatment and regional solutions			
OBJECTIVE		Implementation of the Bronglais General Hospital 10 year Clinical Strategy which will support the development of regional and cross border solutions.			
SCOPE	Hospital based care and treatment services provided to North Ceredigion, North and Mid Powys and South Gwynedd residents.	<ul style="list-style-type: none"> • Reduction in referrals to out of area services. • Improved Referral to Treatment waiting time position. • Increased utilisation of services at Bronglais General Hospital. • Reduction in travel time / distance travelled for patients. • Increase in the number of outreach services across the Care Hubs in Mid Wales. • Increased public satisfaction with the facilities available across Mid Wales. • Further availability of clinical space for the population of Mid Wales through commissioning intentions. 			OUTCOMES
	<p>Responsible Officers: Executive Lead: Chief Operating Officer, HDdUHB Delivery Lead: County Director Ceredigion HDdUHB/MWJC Programme Director</p> <p>Priority oversight through: Mid Wales Planning and Delivery Executive Group</p> <p>Governance through: Betsi Cadwaladr UHB, Hywel Dda UHB and Powys THB via the Mid Wales Joint Committee</p> <p>Delivery through: BGH Strategy Implementation Steering Group</p>	Key Phase	By Whom	By When	KEY DATES AND DELIVERABLES
	Review of the Bronglais General Hospital strategy in light of the Hywel Dda Clinical Services Plan.	County Director Ceredigion HDdUHB/MWJC Programme Director	Timescale is to be determined by the timescale for the Hywel Dda Clinical Services Plan for which options are due to be agreed by HDdUHB Board on 25/11/24.		
RISK	Description	Likelihood	Impact	Score	Mitigating Actions
	Implementation of the BGH strategy delayed due to the timescale for the HDdUHB Clinical Services Plan.	5	4	20	
	Review of BGH strategy required due to potential impact of the Clinical Services Plan options agreed by HDdUHB Board.	5	4	20	

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PRIORITY	Cross Border Workforce solutions			
OBJECTIVE	Develop solutions to establish cross border health and social care workforce arrangements across Mid Wales including: <ul style="list-style-type: none"> • Development of new and enhanced roles. • Recruitment • Retention including peer support and development of portfolios. • Joint training including apprenticeship and leadership development programmes 			
SCOPE	Health and social care workforce for North Ceredigion, North and Mid Powys and South Gwynedd.	<ul style="list-style-type: none"> • Increase in number of substantive appointments across Mid Wales. • Increase in the number of new roles created. • Integrated approach to the provision of workforce provision across Mid Wales. • Workforce job satisfaction. • Increased public satisfaction with the services provided across Mid Wales. • Increase in the number of nurse trainees receiving their training in Mid Wales. • Increase in the number of nurse trainee placements in Mid Wales. 		
GOVERNANCE	<p>Responsible Officers: Executive Lead: Director of Workforce & OD HDdUHB Delivery Lead: Assistant Director of People Development HDdUHB</p> <p>Priority oversight through: Mid Wales Planning and Delivery Executive Group</p> <p>Governance through: Betsi Cadwaladr UHB, Hywel Dda UHB and Powys THB via the Mid Wales Joint Committee</p> <p>Delivery through: Mid Wales Workforce Group</p>	Key Phase	By Whom	By When
		Workforce Intelligence <ol style="list-style-type: none"> 1. To define workforce intelligence parameters and what can be achieved/known. 2. To share resources and quality assure for regional and local use to improve workforce intelligence. 3. To establish a regional forum to share and gather intelligence with key partners. 4. To design a framework for regional service and workforce planning. 	Mid Wales Workforce Group	31/03/25
		Education and Development <ol style="list-style-type: none"> 1. Identify opportunities for collaborative delivery where virtual or close border boundaries create possibilities. 2. Share best practices to redevelop the community and clinical induction programmes, creating a more engaging and efficient delivery, streamlining workbooks. 3. Collective discussions around capacity to develop a “Collaborative Support Worker Development Programme.” 4. Sharing best practice across wider education and development opportunities. 	Mid Wales Workforce Group	31/03/25
		Develop compassionate processes/initiatives that support workforce wellbeing.	Mid Wales Workforce Group	31/03/25
				KEY DATES AND DELIVERABLES
				OUTCOMES

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		Share good practice across the Mid Wales region.			Mid Wales Workforce Group	31/03/25
		Develop recruitment strategy to encompass portfolio careers, apprenticeships, and joint working.			Mid Wales Workforce Group	31/03/25
RISK	Description	Likelihood	Impact	Score	Mitigating Actions	

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<u>KEY</u>		
	Red	Late
	Amber	Not on Track
	Green	As planned
	Blue	Complete