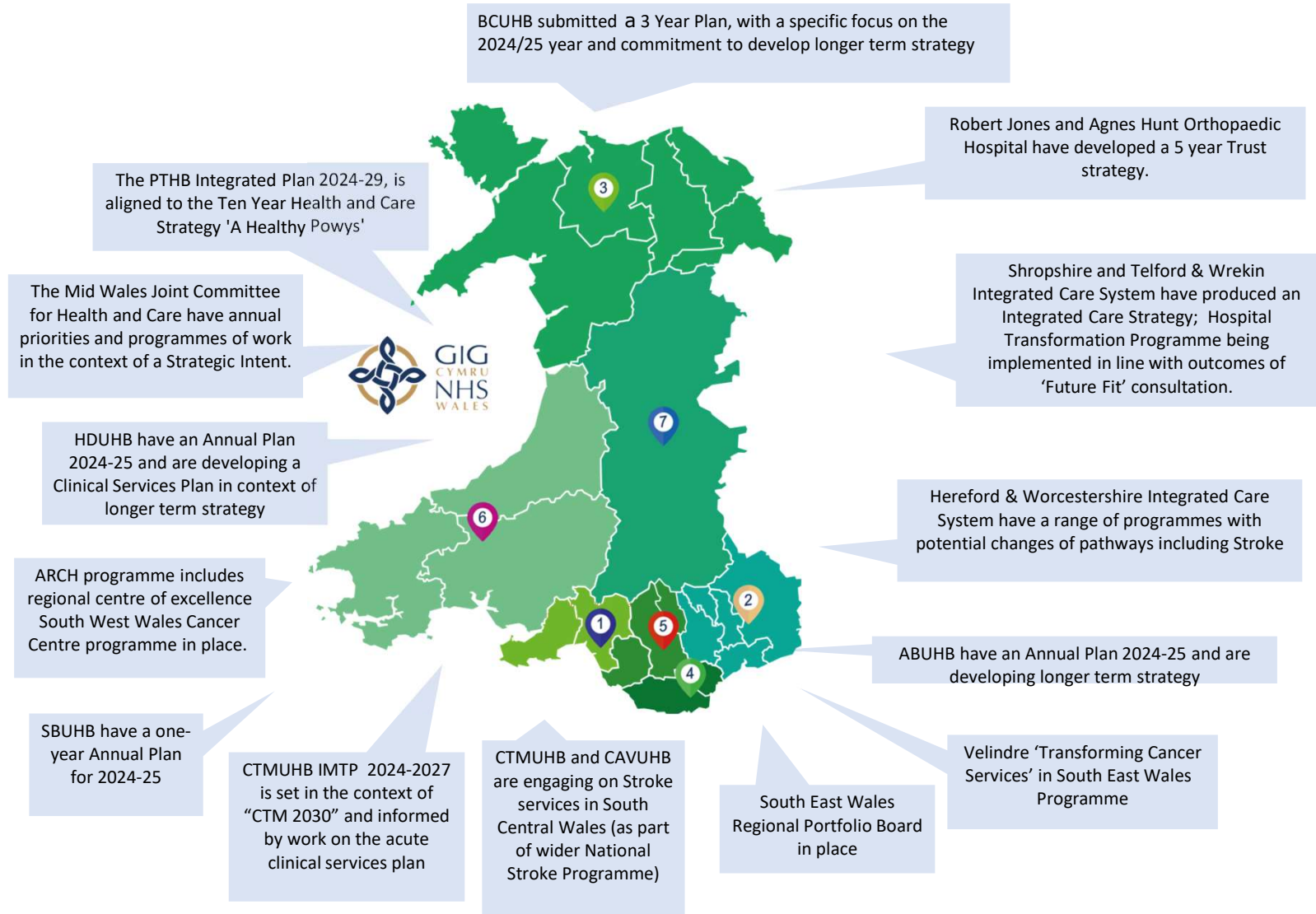


Strategic Change (NHS) across the Mid Wales Region

Mid Wales Joint Committee
14 October 2024

Overview

- The Mid Wales region has complex interdependencies with residents accessing healthcare from providers across Wales and England
- The plans and service changes in any one of the NHS providers may be relevant to care pathways used by Mid Wales residents



Betsi Cadwaladr University Health Board (BCUHB)



Betsi Cadwaladr University Health Board

Betsi Cadwaladr University Health Board covers a large North Wales footprint spanning six Local Authority areas of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham.

The health board has an annual plan 2024 -2025 which sets out an ambition to deliver high quality services and move to operational sustainability, whilst resolving the challenges that led to special measures being applied.

There are five Strategic Objective Areas as noted below:

1: Building an effective organisation

Objective area 1 recognises the importance of governance and effective procedures and decision making in high functioning Healthcare organisations. This will better ensure that decisions are made in a timely way, using appropriate information, and that the right people have been involved to ensure the right decisions are made first time.

2: Developing strategy and long-lasting change

Objective area 2 draws upon the need for the Health Board to be clear about population needs in North Wales and that services are configured in a way to get the highest value from the resources available to us. In this way the Health Board can provide services that are reliable, more cost-effective, and that make the best use of healthcare professionals.

3: Creating compassionate culture, leadership and engagement

Objective area 3 capitalises upon the huge body of evidence that demonstrates how culture, leadership and engagement with residents, staff, communities and partners significantly impact upon the quality of services and patient experience provided. The Health Board has identified opportunities to make improvements in these areas that would then in turn lead to better outcomes.

4: Improving quality, outcomes and experience

Objective area 4 covers a large thematic area where improvements are required to improve clinical performance across a number of key areas. The Health Board wishes to build further upon good work commenced that takes a pathway focused approach to this.

5: Establishing an effective environment for Learning

Objective area 5 provides opportunity to learn when things don't go as planned, to teach, and to widely use the many sources of information available to us in order to support decision making and knowledge.

Betsi Cadwaladr University Health Board

Betsi Cadwaladr University Health Board covers a large North Wales footprint spanning six Local Authority areas of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham.

- The latest progress report on Special Measures (April to June 2024) sets out its actions in response to the issues that resulted in escalation – notably:
 - A focus on building the Board, trust and confidence and firm foundations for the future
 - A full complement of Independent Members is now in place to provide leadership and strengthen governance
 - Compassionate Leadership being progressed across the organisation to support improvements in culture
 - Progress on financial governance and management in context of deficit out turn and plan position
 - Development of Quality governance process and systems and management of legacy issues
 - Focus on performance and outcomes with reduction in long waiting times at both outpatient and treatment stages and an ambition to eliminate long waits for planned care
 - Independent review of Integrated Planning completed and redesign underway with stakeholder engagement
 - Improvement work being progressed in relation to vascular services in North Wales

A commitment has also been made at Board level to progressing the development of the [Clinical Services Strategy](#) and [Clinical Services Plan](#)

Powys Teaching Health Board (PTHB)



Overview of the PTHB Integrated Plan and Strategic Priorities

- An ambitious ten-year strategy for health and care in Powys was developed in 2017 by the Powys Regional Partnership Board
- The context is much changed since 2017, however the principles and objectives have stood the test of time
- The Vision, Four Wellbeing Objectives, Four Enablers and Six Principles are used to frame the PTHB Integrated Plan



GIG Cymru NHS Wales
Swydd Iechyd Addysgu Powys
Powys Teaching Health Board

Plan on a page 2024 - 2029



OUR FUTURE VISION
TO 2027 AND BEYOND
IMPROVE HEALTH AND WELLBEING
WE WILL PUT THE PEOPLE OF POWYS FIRST



DO WHAT MATTERS



WELLBEING



EARLY HELP AND SUPPORT



TACKLING THE 'BIG 4'



JOINED UP CARE

Better Together for a Sustainable Model of Care

<p>Whole System Approach to Wellbeing & Prevention</p> <ul style="list-style-type: none"> Develop a whole system prevention plan <i>across the life course</i> Deliver a Health Protection response including Vaccination 	<p>Faster, effective diagnosis and treatment</p> <ul style="list-style-type: none"> Improve access to Primary and Community Care Design and Deliver a phased Frailty and Community Model Deliver the Planned Care and Diagnostics Programme 	<p>Working together across Major Conditions, Physical and Mental Health</p> <ul style="list-style-type: none"> Develop and deliver a Major Conditions Plan <i>respiratory & circulatory health (cardiac, diabetes, stroke) and cancer</i> Deliver the Mental Health Transformation Programme 	<p>Home first and back home fitter and faster</p> <ul style="list-style-type: none"> Improve pathways of care <i>focused on system flow</i> Deliver the Six Goals Plan for Urgent and Emergency Care <i>focusing on what works for the Powys population</i>
--	---	---	--



WORKFORCE FUTURES



DIGITAL FIRST



INNOVATIVE ENVIRONMENTS



TRANSFORMING IN PARTNERSHIP

Quality is the golden thread across the whole plan

- Underpinned by the Quality Standards: Safe, Timely, Effective, Efficient, Equitable, Person-Centred (STEEEP)
 - Delivery of Duty of Quality and Duty of Candour Action Plans
- Interdependencies across the plan in relation to a Value based approach and effective Governance



Examples of Service Developments



- A whole system approach to prevention in Powys being developed via the Regional Partnership Board
- Healthy Weights Action Plan being implemented
- Powys Breastfeeding Welcome Scheme launched 1st August (PTHB and PCC)
- Progress on smoking cessation good, targeted engagement being carried out to identify and support remaining smokers to quit



- First health board in Wales to go live on national Dental Access Portal to reduce waits
- An improvement programme is in place for Neurodevelopment services to tackle waits
- District Nurses have implemented 'frailty scoring' to improve the way patients are assessed and supported
- Comprehensive Geriatric Assessments are being used to provide earlier preventative, support to more vulnerable people

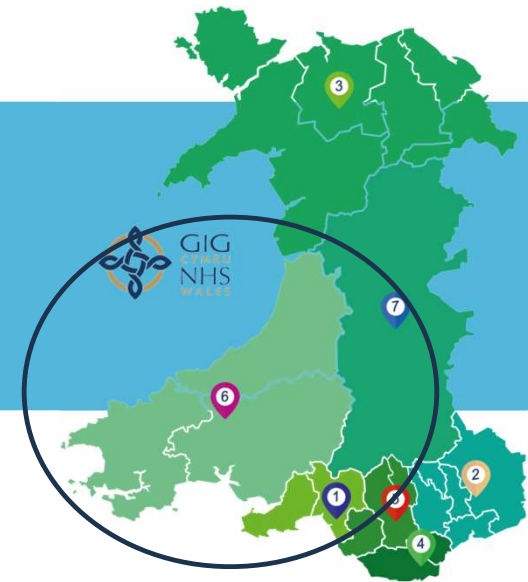


- System Resilience planning and co-ordination to reduce delays in transfers of care, overseen by Powys Regional Partnership Board
- Outpatient Transformation includes virtual appointments, access to advice and guidance and modernisation of follow ups
- Therapy services expanding eg Lung Function Tests, advanced physiotherapy
- Temporary service changes proposed to Minor Injury Unit and Community Hospital Inpatient provision to improve value and outcomes



- Work underway to develop a Single Point of Access for Mental Health referrals building on NHS 111 Press 2 Phase 2 (going live mid Oct)
- Dementia Home Treatment Team transformation underway Pan Powys
- Community services are being expanded to provide more services within Powys eg dermatology & cardiology
- Revised cancer pathways to enable faster diagnosis eg Trans Nasal Endoscopy now available in Powys

Hywel Dda University Health Board (H DUHB)



Hywel Dda University Health Board

Hywel Dda University Health Board has a footprint spanning the three Local Authority areas of Ceredigion, Carmarthenshire and Pembrokeshire in Mid West and West Wales.

- Hywel Dda UHB is in Targeted Intervention and has a substantial deficit, with the annual plan for 2024-25 anticipating a £64m deficit, reflecting significant workforce, estate and configuration challenges
- The Clinical Services Plan programme is responding to service fragilities, based on principles of care that are safe, sustainable, accessible and kind. The focus currently is on a series of options for delivery in key areas:
 - Critical Care service fragility
 - Emergency General Surgery service fragility
 - Sustainably improve access and reduce waiting times for patients for Planned Care (Ophthalmology, Dermatology, Urology, and Orthopaedics) and Diagnostics (Endoscopy and Radiology)
 - Improve standards and respond to service fragility within the Stroke service
- A number of service changes are also being progressed including:
 - Temporary reduction in paediatric beds at Bronglais General Hospital with transfer arrangements for the treatment of very sick children to Glangwili Hospital, in response to a shortfall in paediatric nursing
 - Temporary reduction in hours of Minor Injury Unit at Prince Philip Hospital in Llanelli
 - Cylch Caron model of care to be developed as part of shift to community focused approach and closure of inpatient beds at Tregaron Hospital
- The Health Board agreed a long-term strategy, AHMWW, in 2018 it is anticipated there will be a need to refresh the strategy during 2025-26

WAST (Welsh Ambulance Services University NHS Trust)





OUR PLAN 2024 - 2025

The Drivers



Ambition

Right care and advice in the right place every time



Enablers

Our people, innovation & technology, infrastructure, collaboration and engagement



Fundamentals

Quality-driven, clinically-led, value-focused

You Told Us

It can be difficult to access information easily on the NHS 111 Wales website

You would like to see improvements to the NHS 111 Wales website such as being able to schedule appointments

You are still not satisfied with the time taken for an ambulance to arrive on scene

You are concerned about the harm resulting from ambulance delays

That there is a need for health services to change as they cannot keep doing the same things

Our Non Emergency Patient Transport service operates well but there are still some issues with waiting times

The Plan

Our Patients

- Invest in the NHS 111 Wales website to make access to self care advice easier
- Improve access to 111 and other health services by linking with the NHS Wales app
- Make the most of specialist ambulances (known as CHARU) to provide the best outcome for the most critically ill patients
- Improve the way in which 111 and 999 work together to meet your needs
- Ensure emergency ambulances are available quickly when people need them most

Our People

- Permanent investment in 100 extra staff employed in 2022 on our emergency ambulances
- Ensure there are enough staff to answer 111 and 999 calls as quickly as possible
- Increase the number of clinical staff who can provide care and advice over the phone or by video
- Develop careers for people across Wales who want to join our ambulance services

Value & Sustainability

- Planning for the impact of environmental change and doing more to reduce our carbon impact
- Savings and efficiency plans designed to make the most of the money that we are given to invest in services which make a difference to the citizens of Wales
- Understand health inequalities and support our communities as we set new Wellbeing Objectives this year

Partnerships and Wider System

- Continue to work with Health Boards as they try to reduce handover delays
- Support national programmes of work across NHS Wales to improve the services you receive across the system
- Train and recruit more advanced paramedics who have the skills to care for you at or closer to home
- Recruit 600 more volunteers who will become Community Welfare Responders that can help us monitor your health from home



Ymddiriedolaeth Brifysgol GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
University NHS Trust

OUR PLAN 2024 - 2025

The Drivers



Ambition

Right care and advice
in the right place
every time



Enablers

Our people, innovation
& technology,
infrastructure,
collaboration and
engagement



Fundamentals

Quality-driven,
clinically-led,
value-focused

You told us

You want to know how feedback is listened to and used to make improvements

You want to be able to provide safe, high quality services

Career progression and professional development is important to you

You are worried about skills decay from reduction in exposure to a range of patient conditions

You continue to want a good work life balance with flexible working options, and the ability to finish work on time

Digital experience and being competent to use new technology is still an issue

You worry about the impact of climate change and sustainability

The Plan

Our Patients

- Transform our clinical response and service model to improve the safety and quality of our services
- Maintain the commissioned number of staff in all of our services, with up to 20 more clinicians
- Recruit 16 more APPs
- Fully staff the CHARU and increase utilisation
- Develop an integrated 111 and 999 service
- Develop new pathways to give alternative options to clinicians
- Recruit additional staff in see and treat roles including mental health and falls services
- Use these improvements to ensure your skills are maintained

Our People

- Restructure the EMS Coordination function, offering career opportunities
- Develop attractive career pathways and opportunities for all our people
- Continue work on our culture and safety in the workplace
- Increase our clinical capacity in CSD
- Continue our work to reduce shift overruns, enhance flexible working and improve digital experience
- Create a leadership framework (The WAST Way)
- Involve you in our change programmes

Value & Sustainability

- Undertake further work to deliver our commitments under Duty of Quality
- Continue to deliver our Financial Sustainability Programme, including over £6m in savings
- Provide our services efficiently including:
 - Introduce eTimesheets
 - Manage attendance at work
 - Use robotic processes to support admin staff
 - Undertake a full review of our services
- Plan for environmental change

Partnerships and Wider System

- Work with Health Boards as they try to reduce handover delays
- Strengthen our TU partnerships
- Continue to support national programmes
- Develop health transport options for health boards
- Train and deploying more Advanced Paramedic Practitioners (APP) to support WAST and the wider system
- Embed Connected Support Cymru service including deployment of 600 Community Welfare Responders (CWR) and 50 Luscii Ambulance in a Box solutions