

EITEM AGENDA / AGENDA ITEM: 5

Cyd-bwyllgor Canolbarth Cymru ar gyfer Iechyd a Gofal / Mid Wales Joint Committee for Health and Care			
Dyddiad y Cyfarfod: Date of Meeting:	25 th April 2023		
Eitem ar yr Agenda: Title of Report:	Mid Wales Joint Committee's Priorities and Delivery Plan 2023/24 including the report of the Lead Chief Executive and the Mid Wales Planning and Delivery Executive Group		
Arweinydd: Lead:	Steve Moore, Chief Executive, Hywel Dda University Health Board and Lead Chief Executive for 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 202/23 including the report of the Lead Chief Executive and the Mid Wales Planning and Delivery Executive Group and agree the priorities for 2023/24.	Ar gyfer cytundeb For Agreement	✓
		Ar gyfer trafodaeth For Discussion	✓
		Ar gyfer gwybodaeth For Information	

Crynodeb / Summary

1. Introduction

The Mid Wales Joint Committee (MWJC) has an agreed Strategic Intent which supports a joined up approach to the planning and delivery of health and care services across Mid Wales. The Strategic Intent focuses on the delivery of five overarching aims to support partner organisations to work together to address the current health and care needs of the Mid Wales population as well as future challenges.

- **Aim 1: Health, Wellbeing and Prevention**
Improve the health and wellbeing of the Mid Wales population.
- **Aim 2: Care Closer to Home**
Create a sustainable health and social care system for the population of Mid Wales which has greater focus on care closer to home.
- **Aim 3: Rural Health and Care Workforce**
Create a flexible and sustainable rural health and care workforce for the delivery of high quality services which support the healthcare needs of rural communities across Mid Wales.
- **Aim 4: Hospital Based Care and Treatment**
Create a sustainable and accessible Hospital Based Care and Treatment service for the population of Mid Wales with robust outreach services and clinical networks.
- **Aim 5: Communications, Involvement and Engagement**
Ensure there is continuous and effective communication, involvement and engagement with the population of Mid Wales, staff and partners.

Supporting these aims are a set of annually agreed Mid Wales specific priority areas which have been identified as areas which will provide added value in working on a Mid Wales footprint and which align to the Integrated Medium Term Plans (IMTP) / Annual / Regional Plans of the Joint Committee's partner organisations.

The work of the Mid Wales Joint Committee is co-ordinated by the Mid Wales Planning & Delivery Executive Group. The main 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.

2. Priorities 2022/23

2.1 Social and Green Solutions for Health

The Welsh Government consultation on National Framework for Social Prescribing was undertaken between August and October 2022. The aim of the new framework is to set out standards, guidance and actions developed at a national level to ensure a consistency of delivery across Wales. The responses to this consultation are currently being reviewed by the Welsh Government. The Welsh Government are currently undertaking a recruitment process for a Social Prescribing Policy Manager, as a two year secondment, to assist with the development of the national framework for social prescribing.

2.2 Ophthalmology

Three meetings have been held with key representatives of the Mid Wales Ophthalmology group to explore the available options and next steps for this Mid Wales leadership role with two options identified as follows:

- i) Joint Consultant post to be hosted by and based at Powys Teaching Health Board.
- ii) MDT approach led by a non-medical role e.g. nurse ophthalmologist.

The preferred option for the post to be hosted by Hywel Dda University Health Board but based at a site in Powys Teaching Health Board has been explored but due to a lack of a substantive Consultant Ophthalmology workforce in Hywel Dda they are currently not in a position to professionally manage the post. An alternative option which is now being explored is for the post is hosted by Powys Teaching Health Board with professional management from Shrewsbury and Telford NHS Trust for which a decision from Powys is due by early May 2023.

2.3 Community Dental Services

Referrals for new Hywel Dda University Health Board patients (North Ceredigion) to the Newtown clinic for intermediate oral surgery service for complex extractions are to be resumed as from 1st April 2023.

2.4 Cancer and Chemotherapy Outreach

A meeting to discuss the South West Wales Cancer Centre (SWWCC) Strategic Programme Case, and links to Mid Wales was held on 14th November 2022. The SWWCC Strategic Programme Case was shared with the Joint Committee team for which the following feedback has been provided:

- There is a need to engage with the wider clinical workforce who are part of the cancer pathway, the Welsh Ambulance Services NHS Trust and with the public.
- For regional outpatient services there was a need to engage with Shrewsbury and Telford NHS Trust and Betsi Cadwaladr UHB on the future provision of visiting consultant in-patient outpatient clinics at Bronllais General Hospital.

The planned 'go live' date of June 2024 for the Chemotherapy Day Unit (CDU) development at Bronllais General Hospital remains on target.

2.5 Digital

Digital across NHS Wales has progressed significantly during the COVID-19 pandemic. Digital Health and Care Wales was established in April 2021 and are now taking forward the digital development agenda across NHS Wales.

This work is being supported by the Growing Mid Wales Partnership who have identified connectivity as a priority for which affordable access to fibre broadband in rural areas is being looked at.

2.6 Respiratory

The outcome of the Breathe Well programme which has recently been published by Powys THB will be considered in order to identify next steps for this priority with a view to linking to the Bronglais General Hospital Strategy plan for Same Day Emergency Care which includes the development of a pathway for respiratory.

2.7 Urology

Following a number of discussions, the Mid Wales Clinical Advisory Group, agreed their top three clinical priorities as 1. Urology, 2. Palliative Care and 3. Rheumatology and that these be looked at in a staged way. A workshop was held in September 2023 of lead clinicians and GP Cluster Leads to ascertain what the current Urology pathways looked like and what the current issues were. The group agreed the following actions for reporting to a second workshop.

- Data and information be obtained on the current position regarding current patients requiring on-going monitoring.
- Questionnaire be issued to GP practices to ascertain the current processes in place for the monitoring of patients and blood results.

A summary of the questionnaire responses received to date shows a mixed approach in place for the management of PSA levels with some practices having a formal system in place and some adopting an ad-hoc approach. Dates for the second workshop have been cancelled on three occasions and a second workshop is now planned to be held on 2nd May 2023. This work will link to the national work being undertaken on the development of an All Wales urology pathway which is nearing completion.

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

A detailed update on the Bronglais General Hospital Strategy is included within the report under Agenda Item 8. Mid Wales Key Strategic Programmes.

The Mid Wales Regional Commissioning Group met on 29th November 2022 and 6th April 2023 to review the work being undertaken to explore those areas with potential opportunities for Hywel Dda University Health Board to provide additional capacity – Colorectal and Rheumatology and the option for the provision of Dermatology services at the Bro Ddyfi development. The current update on its areas of work is as follows:

- Colorectal: A Task and Finish group has now completed its work on looking at establishing colorectal clinics, to be provided by Hywel Dda University Health Board, at Newtown. Its work included the development of the agreed pathway which has now been handed over to commissioning and contracting colleagues for progressing further. Also work is being undertaken by the Hywel Dda UHB scheduled care team to ensure there is sufficient surgical capacity at Bronglais General Hospital to meet this additional demand.

- Rheumatology: The job description for the post has been approved by the Royal College. The group agreed that Hywel Dda University Health Board would outline what capacity is available with Powys Teaching Health Board to advise what their predicted demand is.
- Dermatology: A lack of access to Dermatology services has been identified as an issue for patients residing in the west area of Betsi Cadwaladr University Health Board and Powys Teaching Health Board. Powys Teaching Health Board are currently exploring a GP with special interest model and have been asked to consider the provision of a clinic at its Bro Ddyfi development for South Gwynedd patients when developing the Business Case. Betsi Cadwaladr University Health Board have also reported that they have some potential positive developments in the recruitment of Dermatologists.

2.9 Cross Border workforce arrangements

For the Aberystwyth University School of Nursing the number of students on nurse training courses being provided is due to increase from 50 to 186 as from September 2023. This is due to an increase in the number of Adult and Mental Health nursing places from 50 to 70 as from September 2023, commencement of the part time Adult and Mental health nursing course in June 2023 and the introduction of the level 4 programme with 62 places for health care support workers (for both health and social care).

2.10 Rehabilitation

There is a national commitment to therapies and it has been agreed that the stroke strategies for Betsi Cadwaladr UHB, Powys THB and Hywel Dda UHB be aligned with the opportunity for a Mid Wales rehabilitation centre to be explored as part of the stroke strategy discussion. An update will be provided to the Mid Wales Planning and Delivery Executive Group meeting in 6 months time.

3. Priorities 2023/24

The Mid Wales Planning and Delivery Executive Group held a planning workshop on 27th February 2023 to discuss and agree the proposed priorities for Mid Wales for 2023/24. The following was taken into consideration when developing the proposed draft priority areas for 2023/24:

- Current Mid Wales priorities for 2022/23
- Clinical priorities identified by the Mid Wales Clinical Advisory Group
- Emerging themes / issues identified by the Mid Wales Social Care group
- Emerging themes / issues identified by the Mid Wales Commissioning Group
- Feedback received from the public
- Growing Mid Wales Partnership priorities

The Mid Wales priorities proposed for 2023/24 are detailed over the page. A more detailed plan on a page for each priority is currently under development with the latest version detailed at Appendix A.

Priority	Objective
1. Urology	Continue the development of a programme of renewal for Urology pathways across the region which will support and link to the national pathway work.
2. Ophthalmology	<p>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 Hywel Dda UHB, Powys THB and Shrewsbury and Telford NHS Trust.</p> <p>Recruitment to the Mid Wales Ophthalmology leadership role to lead on the MDT approach to Ophthalmology services across Mid Wales.</p>
3. Cancer	<p>Establish the new Chemotherapy Day Unit at Bronglais General Hospital.</p> <p>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.</p> <p>Review palliative care pathways to identify opportunities for simplifying models through a shared cross organisational workforce approach.</p>
4. Dental	<p>Explore the feasibility of an integrated service for joint General Anaesthetic list at Bronglais General Hospital using existing facilities not fully utilised.</p> <p>Identify what improvements could be made to general NHS Dental services provision across Mid Wales.</p> <p>Explore local training and placement opportunities for dental roles including dentists, dental nurses and dental technicians.</p>
5. Clinical Strategy for Hospital Based Care and Treatment and regional solutions	<p>Implementation of the Bronglais General Hospital 10 year Clinical Strategy which will support the development of regional and cross border solutions with key deliverables for 2023/24 as follows:</p> <ul style="list-style-type: none"> • Develop additional capacity for General Surgery provision at Bronglais General. • Develop and agree a service model for the colorectal surgical pathway for Bronglais General Hospital with outreach services across Mid Wales.
6. Cross Border Workforce arrangements	<p>Develop solutions to establish cross border health and social care workforce arrangements across Mid Wales including:</p> <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

It was also agreed that the following areas of work would be included within the workplans of the Planning and Delivery Executive Group sub-groups:

Mid Wales Social Care Group

- **Extra Care:** Scope out existing provision and plans in place across Mid Wales to ascertain what is in place and, if necessary, develop plans for providing additional provision across Mid Wales.
- **Community Care:** Scope out existing provision and plans in place across Mid Wales to ascertain what is in place and, if necessary, develop plans for providing additional provision across Mid Wales.
- **Residential Children's Accommodation:** Scope out existing provision and plans in place across Mid Wales to ascertain what capacity is available in each county and opportunities for joint commissioning.

Mid Wales Clinical Advisory Group workplan

- **Innovative ways of working in primary care:** Explore opportunities for joint working across primary care including shared learning and good practice for the development of innovative ways of working.

4. Mid Wales Social Care Group

Key areas of work being progressed by the Mid Wales Social Care Group, which reports to the Mid Wales Planning and Delivery Executive Group, are as follows:

- 4.1 The group has commenced work on undertaking a mapping exercise of Residential Children's accommodation to ascertain what capacity was available in each county and whether anything could be done on a reciprocal basis.
- 4.2 The group noted the work being undertaken around the Joint Committee's workforce priority and the need to link with the workforce group on recruitment challenges, current organisational recruitment programmes, social care and OT training programmes being progressed across Mid Wales, lessons learnt from the development of joint roles and opportunities for rolling out joint induction programmes across other roles.
- 4.3 In response to concerns raised by the Mid Wales Clinical Advisory Group on the development of the All Wales Trusted Assessor model it was agreed that the Mid Wales Social Care Group be asked to scope about whether there were any potential issues for the model to be applied in a different way across Wales and whether working cross border at a regional level could potentially be a challenge.

Argymhelliad / Recommendation

For Discussion - The Mid Wales Joint Committee are asked to discuss the update report on the Mid Wales Joint Committee's priorities and delivery plan for 2022/23, , the report of the Lead Chief Executive and the Mid Wales Planning and Delivery Executive Group.

For Agreement - The Mid Wales Joint Committee are asked to agree the proposed priorities for 2023/24.

MID WALES JOINT COMMITTEE PRIORITIES 2023/24 - PLAN ON A PAGE (DRAFT)

PRIORITY	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.					
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: Peter Skitt Delivery Lead: Mr Ngiaw Khoon Saw and Neil Griffiths 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 BGH Strategy Implementation Steering Group	Key Phase		By Whom	By When	KEY DATES AND DELIVERABLES
		Development of a regional and whole system pathway for the provision of Urology services across Mid Wales supported by primary, community and secondary care.		Mid Wales Urology Group	30/09/23	
RISK	Description	Likelihood	Impact	Score	Mitigating Actions	

MID WALES JOINT COMMITTEE PRIORITIES 2023/24 - PLAN ON A PAGE (DRAFT)

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 Hywel Dda UHB, Powys THB and Shrewsbury and Telford NHS Trust. 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 residents.	<ul style="list-style-type: none"> Increased use of the National eye care pathways across Mid Wales. Improved Referral to Treatment waiting time position. Increase in the number of patients accessing outreach clinics. Increase in the number of cataract operations undertaken in Mid Wales. Reduction in referrals to out of area services. Reduced travelling time / distance travelled for residents of Mid Wales 			OUTCOMES		
GOVERNANCE	Responsible Officers: Executive Lead: Peter Skitt Delivery Lead: Carly Hill / Nicola Kelly Priority oversight through: Mid Wales Planning and Delivery Executive Group Governance through: Hywel Dda UHB and Powys THB via the Mid Wales Joint Committee Delivery through: Mid Wales Ophthalmology Group	Key Phase		By Whom	By When	KEY DATES AND DELIVERABLES	
		Recruitment to the Mid Wales Ophthalmology leadership role to lead on the MDT approach to Ophthalmology services across Mid Wales.		Carly Hill / Nicola Kelly	30/09/23		
		Develop a regional and whole system pathway approach to the provision of Ophthalmology services across Mid Wales supported through the establishment of links between Hywel Dda UHB, Powys THB and Shrewsbury and Telford NHS Trust.		Carly Hill / Nicola Kelly	31/03/24		
RISK	Description		Likelihood	Impact	Score	Mitigating Actions	

MID WALES JOINT COMMITTEE PRIORITIES 2023/24 - PLAN ON A PAGE (DRAFT)

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. 			OUTCOMES	
GOVERNANCE	Responsible Officers: Executive Lead: Peter Skitt Delivery Lead: TBC 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 Cancer Group	Key Phase			By Whom	By When
		New Chemotherapy Day Unit at Bronglais General Hospital established.	Peter Skitt	30/06/24	KEY DATES AND DELIVERABLES	
		Development of a Mid Wales chemotherapy community services community plan.	TBC	31/03/24		
		Review undertaken of palliative care pathways.	TBC	31/03/24		
RISK	Description	Likelihood	Impact	Score	Mitigating Actions	

MID WALES JOINT COMMITTEE PRIORITIES 2023/24 - PLAN ON A PAGE (DRAFT)

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. Explore local training and placement opportunities for dental roles including dentists, dental nurses and dental technicians. 					
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. 			OUTCOMES	
GOVERNANCE	Responsible Officers: Executive Lead: Joy Garfit Delivery Lead: Mary Owens Priority oversight through: Mid Wales Planning and Delivery Executive Group Governance through: Hywel Dda UHB and Powys THB via the Mid Wales Joint Committee Delivery through: Mid Wales Dental Group BGH Strategy Implementation Steering Group	Key Phase		By Whom	By When	KEY DATES AND DELIVERABLES
		Explore the feasibility of an integrated service for a General Anaesthetic special care service at Bronglais General Hospital		Matthew Willis / Mary Owens	30/09/23	
		Review completed of existing general NHS Dental services provision across Mid Wales.		Mary Owens	30/09/23	
RISK	Description		Likelihood	Impact	Score	Mitigating Actions

MID WALES JOINT COMMITTEE PRIORITIES 2023/24 - PLAN ON A PAGE (DRAFT)

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 with key deliverables for 2023/24 as follows: <ul style="list-style-type: none"> • Develop additional capacity for General Surgery provision at Bronglais General. • Develop and agree a service model for the colorectal surgical pathway for Bronglais General Hospital with outreach services across Mid Wales. 					
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	
GOVERNANCE	Responsible Officers: Executive Lead: Andrew Carruthers Delivery Lead: Peter Skitt 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: BGH Strategy Implementation Steering Group	Key Phase			By Whom	By When
		Additional capacity for General Surgery provision at Bronglais General.		Stephanie Hire	31/03/24	
		Agreed service model for the colorectal surgical pathway for Bronglais General Hospital with outreach services across Mid Wales.		Caroline Lewis	31/12/23	
RISK	Description		Likelihood	Impact	Score	Mitigating Actions

MID WALES JOINT COMMITTEE PRIORITIES 2023/24 - PLAN ON A PAGE (DRAFT)

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. 			OUTCOMES	
GOVERNANCE	Responsible Officers: Executive Lead: Lisa Gostling Delivery Lead: TBC 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 Workforce Group Aberystwyth School of Nursing Project Board	Key Phase		By Whom	By When	KEY DATES AND DELIVERABLES
RISK	Description	Likelihood	Impact	Score	Mitigating Actions	