

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:	1 September 2026		
Teitl yr Adroddiad: Title of Report:	Mid Wales Joint Committee Priorities and Delivery Plan		
Arweinydd: Lead:	Professor Phil Kloer, Lead Chief Executive of the Mid Wales Joint Committee <u>and</u> Chief Executive of Hywel Dda University Health Board and, Keith Jones, Programme Director for the Mid Wales Joint Committee <u>and</u> Director of Operational Planning & Performance for Hywel Dda University Health Board		
Pwrpas yr adroddiad: Purpose of the Report:	To receive an update on the Mid Wales Joint Committee Priorities and Delivery Plan for 2025/26, including the year-end position, and for 2026/27 covering the period up to 31 July 2026, together with an update on the work of 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			
1.1 In 2014, the Welsh Government commissioned a study to review healthcare provision in Mid Wales, recognising the challenges of delivering sustainable, high-quality services in a rural and cross-boundary context. The resulting Mid Wales Healthcare Study made twelve recommendations, including the creation of a joint governance mechanism to support collaborative planning and delivery across the region, with recognition of the integral role of social care.			
1.2 This led to the establishment of the Mid Wales Healthcare Collaborative in 2015, involving the three Health Boards serving Mid Wales, the Welsh Ambulance Services NHS Trust, and the three Local Authorities. In 2018, the Collaborative transitioned into the Mid Wales Joint Committee for Health and Social Care (MWJC), with strengthened governance and leadership arrangements to embed collaborative working.			
1.3 The MWJC operates around a Strategic Intent comprising five overarching aims: improving health and wellbeing; delivering care closer to home; developing a sustainable rural health and care workforce; ensuring accessible hospital-based care; and strengthening communication, involvement and engagement. These aims are delivered through annually agreed Mid Wales priority workstreams aligned to partner organisations' planning cycles.			

- 1.4 Oversight and delivery are supported by the Mid Wales Planning and Delivery Executive Group (MWPDEG), Mid Wales Clinical Advisory Group (MWCAG), Mid Wales Social Care Group (MWSoCG), Mid Wales Strategic Commissioning Group (MWStCG) and priority specific task and finish groups. Collectively, these arrangements support coordinated regional planning, service development, and implementation to address the current and future health and social care needs of the Mid Wales population.

2. Mid Wales Priorities and Delivery Plan

Mid Wales Priorities and Delivery Plan 2025/26

- 2.1 The year end position for the Mid Wales Priorities and Delivery Plan for 2025/26 was mixed but broadly positive, with a number of workstreams demonstrating tangible progress and delivery, while others required continued focus into 2026/27. As at the end of March 2026 key areas of progress included:
- Completion of urology and cross-border workforce workstreams, reflecting progress in pathway development and collaborative workforce approaches.
 - Development of regional clinical pathways, particularly within urology and colorectal services.
 - Progressing of business cases and service models, including:
 - Progressing the establishment of the North Powys Wet Age-Related Macular Degeneration (AMD) service for Powys Teaching Health Board (PTHB) residents who currently travel to the North Road Clinic, Aberystwyth, for treatment.
 - Progressing the provision of the PTHB Endodontic service at Llandrindod Wells for patients residing in the 'SY' postcode area of Hywel Dda University Health Board (HDdUHB).
 - Strengthening cross-organisational workforce arrangements.
 - Support for collaborative commissioning discussions, including oncology and dental services.
- 2.2 A number of workstreams experienced delays due to workforce and capacity constraints, delays in governance approvals and challenges associated with cross-organisational coordination. As a result, several workstreams have been carried forward into 2026/27, with revised timelines and continued oversight required.

Mid Wales Priorities and Delivery Plan 2026/27

- 2.3 For 2026/27, the priority areas for joint working across Mid Wales will continue to align with Welsh Government expectations, as set out in the NHS Wales Planning Framework 2026/27. The framework emphasises the importance of collaboration across health and social care organisations to plan, commission, and deliver regional solutions that operate across organisational boundaries. As in previous years, the focus will remain on adopting a whole-pathway approach, strengthening links between primary, secondary, community, and social care, and ensuring alignment with wider regional and national pathway developments.
- 2.4 A strategic review of the MWJC is currently underway; further details of which are provided in the report for **Agenda Item 6. Mid Wales Joint Committee Strategic Review and Emerging Preferred Direction**. Given the evolving national context and the ongoing review, a flexible approach to priorities for 2026/27 is required. The 2026/27 planning cycle incorporates both new priorities for 2026/27 and outstanding priorities and

workstreams carried forward from 2025/26. Additional areas of work may be introduced following the conclusion of the strategic review and approval of partner organisations' annual health and care plans. As such, the Mid Wales priorities for 2026/27 will remain under continuous review throughout the year.

2.5 For 2026/27 the Mid Wales priorities, as set and agreed by MWPDEG, are as follows:

Mid Wales Priorities 2026/27	
Priority	Workstream
Ophthalmology	Powys Teaching Health Board (PTHB) nurse led wet age-related macular degeneration (AMD) service.
	Networking opportunities and joint pathway development
	Mid Wales Clinical Leadership
	Primary care eye care services for the South Gwynedd area
Cancer	Radiotherapy pathway
	Chemotherapy pathway
Community Dental Services	Endodontic services
	Paediatric General Anaesthetic (GA) service
Strategic Service Change programmes	Strategic Service Change programmes
Colorectal	Colorectal service development and expansion
Dermatology	Dermatology
Rural Health and Care workforce	Support Worker Development Programme (SWDP)
	Cross-Sector Population Health, Wellbeing and Prevention Capability Development
	Workforce Health, Wellbeing and Psychological Support
	National Management & Leadership Competency Framework

2.6 The MWJC are asked to note the following for the Mid Wales Priorities and Delivery Plan for 2026/27:

- a) **Mid Wales Priorities and Delivery Plan – up to 31 July 2026**
Appendix A details the progress to date against the Mid Wales Priorities and Delivery Plan covering the period up to 31 July 2026.
- b) **Mid Wales Priorities 2026/27 – Progress / Status Overview**
Please see overleaf a summary overview of the progress and current status of the MWJC priorities for 2026/27.

MWJC Priorities 2026/27 – Progress / Status Overview						
Priority	Workstreams	Blue (Complete)	Green (On Track)	Amber (Mainly on Track)	Red (Not on Track)	White (Not Started)
Ophthalmology	4		2	2		
Cancer	2		2			
Community Dental Services	2	1	1			
Strategic service change programmes	1		1			
Colorectal	1		1			
Dermatology	1		1			
Rural Health and Care Workforce	4		4			

c) **Mid Wales Priorities 2026/27 – Blue (Complete) workstream**

The Endodontics workstream has been successfully completed, with the new pathway going live on 20 July 2026.

d) **Mid Wales Priorities 2026/27 – Amber (Off Track) workstreams**

For those workstreams whose status is currently Amber (Off Track) please see overleaf the summary exception report highlighting the issues which have impacted on progress and the current actions being progressed, details of which are reflected in the progress update report appended to this paper.

MWJC Priorities 2026/27 – Issues and Actions for Amber workstreams			
Priority	Workstream	Issue	Action
Ophthalmology (Amber)	Powys Teaching Health Board (PTHB) nurse led wet age-related macular degeneration (AMD) service.	The target date of 30/06/26 has not been achieved due to a delay in visits to North Road clinic. This is due to a number of factors including delays in completion of honorary contracts process, sickness absence of key members of staff and differing views over whether the visits should be delayed pending review of Intravitreal Therapy (IVT) treatment protocols due to change in drugs used.	Mid Wales Joint Committee (MWJC) team to arrange meeting of relevant PTHB and Hywel Dda University Health Board (HDdUHB) leads to set and agree timetable for visits to North Road clinic. Target date for completion of workstream now proposed as 30/11/26.
Ophthalmology (Amber)	Networking opportunities and joint pathway development	The target date of 30/06/26 has not been achieved due to a delay in visits to North Road clinic. This is due to a number of factors including delays in completion of honorary contracts process, sickness absence of key members of staff and differing views over whether the visits should be delayed pending review of IVT protocols due to change in drugs used.	MWJC team to arrange meeting of relevant PTHB and HDdUHB leads to set and agree timetable for visits to North Road clinic. Target date for completion of workstream now proposed as 30/11/26.

e) **Ophthalmology Priority – Clinical Leadership Workstream**

At its meeting on 11 May 2026, the MWPDEG agreed that the Mid Wales Ophthalmology Group should revisit the options available for the Mid Wales Ophthalmology Clinical Lead workstream, including consideration of non-medical leadership models, such as an optometrist-led approach.

The Mid Wales Ophthalmology Group met on 5 June 2026 to consider the feedback received from MWPDEG. During discussions, the Group expressed concerns that an optometry-led model would not be appropriate for providing leadership across secondary care ophthalmology pathways. Following consideration of the available options, the Group reached a consensus that:

- The original Mid Wales Clinical Lead workstream is no longer required in its current form.
- The objectives of the workstream have been overtaken by national, regional and local developments, including the Clinical Implementation Network, regional ophthalmology hubs and wider eye care strategies.

- Effective operational collaboration between ophthalmology teams across the Mid Wales Health Boards is now well established.

Consequently, the Mid Wales Ophthalmology Group concluded that the Clinical Lead workstream is no longer relevant and recommended that MWPDEG formally close the workstream.

A proposal paper supporting closure of the workstream was developed and reviewed by both the Mid Wales Ophthalmology Group and the MWCAG before being submitted to MWPDEG for consideration on 20 July 2026 who agreed to recommend to the MWJC:

- The formal closure of the Mid Wales Ophthalmology Clinical Lead workstream in its current form.
- That a designated Senior Responsible Officer (SRO) should be identified to provide strategic oversight and ownership of the Ophthalmology priority.

Following consideration and agreement by the MWJC the Clinical Leadership Workstream will be removed from the Mid Wales Priorities and Delivery Plan for 2026/27 (Appendix A).

3. Strengthening Accountability Arrangements for Mid Wales Priorities and Workstreams

- 3.1 Each Mid Wales priority currently has an assigned Executive Lead and one or more Delivery Leads. It has become increasingly apparent that a number of priorities and associated workstreams have not progressed at the pace originally anticipated. Several priorities and workstreams have also been carried forward from previous years without achieving their intended outcomes and benefits. Whilst there are a number of contributory factors, a key challenge appears to be the absence of clearly identified Senior Responsible Owners (SRO) with overall accountability for driving delivery and maintaining momentum.
- 3.2 The role of an SRO is to provide strategic leadership and maintain accountability for the successful delivery of a priority, programme, project or workstream. The SRO is ultimately responsible for ensuring that agreed outcomes and benefits are realised, risks and issues are effectively managed, and progress is maintained through strong leadership and organisational influence.
- 3.3 To strengthen organisational ownership and support the delivery of the Mid Wales priorities, it is proposed that a named SRO is identified and agreed for each priority and its associated workstreams through the MWPDEG.
- 3.4 A report seeking agreement in principle to the assignment of a named SRO for each Mid Wales priority and associated workstream(s) will be presented to the MWPDEG at its meeting on 21 September 2026.

Argymhelliad / Recommendation

For Agreement - The Mid Wales Joint Committee is asked to:

- **NOTE** the update report on the Mid Wales Joint Committee Priorities and Delivery Plan for 2025/26, including the year-end position, and for 2026/27 covering the period up to 31 July 2026, together with an update on the work of the Mid Wales Planning and Delivery Executive Group.
- **AGREE** the recommendations of the Mid Wales Planning and Delivery Executive Group in relation to the Clinical Leadership Workstream within the Ophthalmology Priority, as follows:
 - The formal closure of the Mid Wales Ophthalmology Clinical Lead workstream in its current form and removal from the Mid Wales Priorities and Delivery Plan for 2026/27.
 - To mitigate for the closure of this workstream that a designated Senior Responsible Officer (SRO) should be identified to provide strategic oversight and ownership of the Ophthalmology priority.

KEY TO ABBREVIATIONS

AMD	Age-related macular degeneration
IVT	Intravitreal Therapy
GA	General Anaesthetic
HDdUHB	Hywel Dda University Health Board
MWCAG	Mid Wales Clinical Advisory Group
MWJC	Mid Wales Joint Committee
MWPDEG	Mid Wales Planning and Delivery Executive Group
MWSocG	Mid Wales Social Care Group
MWStCG	Mid Wales Strategic Commissioning Group
PTHB	Powys Teaching Health Board
SRO	Senior Responsible Officer
SWDP	Support Worker Development Programme