

**EITEM AGENDA / AGENDA ITEM: 3.1**

<b>Cyd-bwyllgor Canolbarth Cymru ar gyfer Iechyd a Gofal / Mid Wales Joint Committee for Health and Care</b>			
<b>Dyddiad y Cyfarfod: Date of Meeting:</b>	4 <sup>th</sup> April 2025		
<b>Eitem ar yr Agenda: Title of Report:</b>	Mid Wales Joint Committee priorities and delivery plan 2024/25		
<b>Arweinydd: Lead:</b>	Hayley Thomas, Chief Executive of Powys Teaching Health Board and Lead Chief Executive of the Mid Wales Joint Committee / Keith Jones, Director of Operational Planning & Performance and Programme Director for the MWJC		
<b>Pwrpas yr adroddiad: Purpose of the Report:</b>	To receive an update on the Mid Wales Joint Committee's priorities and delivery plan for 2024/25 and the work of the Mid Wales Planning and Delivery Executive Group.	<b>Ar gyfer cytundeb For Agreement</b>	
		<b>Ar gyfer trafodaeth For Discussion</b>	✓
		<b>Ar gyfer gwybodaeth For Information</b>	

**Crynodeb / Summary**

**1. Introduction**

The Mid Wales Joint Committee (MWJC) has a set of annually agreed priorities identified as those areas for which working on a joint Mid Wales footprint will provide added value. The Mid Wales priorities align with the individual plans of the Joint Committee's partner organisations and focus on a whole pathway approach with regional links between primary, secondary, community and social care. This approach supports the Welsh Government's expectation for Mid Wales organisations to work together to plan and deliver regional solutions across organisational boundaries.

The work of the Joint Committee is co-ordinated by the Mid Wales Planning and Delivery Executive Group (MWPDEG). 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.

The MWPDEG is supported by the following sub-groups:

- The Mid Wales Clinical Advisory Group (MWCAG) which advises on specific clinical models of care, taking a leadership role in detailed design where appropriate.
- The Mid Wales Social Care group (MWSCG) which focuses on social care and the alignment of plans for social care services across Mid Wales.

The workplan for Rural Health and Care Wales for 2025/26 also supports the Joint Committee's priorities through its work on rural health and social care research, training, recruitment and best practice.

## **2. Priorities 2024/25**

### **2.1 Mid Wales Priorities**

The Mid Wales priorities for 2024/25 are as follows:

- i) Urology
- ii) Ophthalmology
- iii) Cancer and Chemotherapy Outreach
- iv) Dental
- v) Clinical Strategy for Hospital Based Care and Treatment and regional solutions
- vi) Cross Border workforce arrangements

Supporting the delivery of the Mid Wales priorities are a set of three clinical and three social care priorities which have been identified by the Mid Wales Clinical Advisory Group and Mid Wales Social Care Group.

### **2.2 Clinical priorities**

In response to a request from the Mid Wales Planning and Delivery Executive group in August 2021, the Mid Wales Clinical Advisory Group agreed a set of clinical priority pathways to focus on and for 2024/25 these are as follows:

- i) Urology - This is being taken forward through the overarching Mid Wales 'Urology' priority with a Mid Wales Urology group led by the Lead Clinical Executive Director for the MWJC.
- ii) Palliative Care - This priority is being taken forward separately.
- iii) Rheumatology - The current version of the Hywel Dda University Health Board 'Clinical Strategy for Hospital Based Care and Treatment and regional solutions' priority focuses on the Bronglais General Hospital (BGH) Strategy for which the action plan includes rheumatology services.

### **2.3 Social care priorities**

The Mid Wales Social Care Group are leading on the work of the social care priorities which it has identified as follows:

- i) Residential Children's Accommodation with links to eliminating profit on small homes (Children's 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 overarching Mid Wales priorities for 2024/25 a plan on a page has been developed (Appendix A) with a more detailed update on progress 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*

This priority is being led by the Lead Clinical Executive Director for the Joint Committee / Chair of the Mid Wales Clinical Advisory Group and a detailed update on the urology priority is included in the paper for Agenda Item 4. 'Mid Wales Clinical Advisory Group update report'.

### **3.2 Ophthalmology**

#### *a) Objective*

To scope alternative options to the triumvirate Mid Wales collaborative ophthalmology consultant leadership role post.

#### *Update*

At the meeting of the Mid Wales Planning and Delivery Executive Group on 11<sup>th</sup> September 2023 it was agreed that the proposal to cover the joint Ophthalmology post using paid sessions should be explored further. The Mid Wales Ophthalmology Group were of the view that finding someone to take on the ophthalmology leadership role would be difficult especially given the recruitment challenges and current staffing issues and that alternative options should be explored.

Powys Teaching Health Board developed a bid for the National Planned Care Fund to request resource for ophthalmology clinical leadership sessions. This bid was submitted to Welsh Government in March 2024 but was unsuccessful.

As Powys Teaching Health Board do not have a clinical leadership structure or budget for the leadership role they are exploring speciality leadership positions. The proposal for the eyecare transformation programme includes specialty consultant leadership sessions which will require a business case for funding and this is currently under discussion. Hywel Dda University Health Board currently do not have Clinical Lead for Ophthalmology, however, they are developing a subspecialty leadership model from their current establishment. The leadership roles being developed by both Health Boards could potentially link in to the Mid Wales Ophthalmology group to provide leadership across the region.

#### *b) Objective*

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*

The following opportunities to increase capacity within ophthalmology services across Mid Wales have been identified by the Mid Wales Ophthalmology Group:

- 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).  
and
- 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 Hywel Dda University Health Board medical oversight/ District General Hospital pathway.

Data has been obtained and shared on the numbers for Powys and Betsi Cadwaladr (South Meirionnydd) patients who have received ophthalmology treatment at Hywel Dda University Health Board in order to understand current activity. Hywel Dda University Health Board have established a one stop cataract clinic in North Road, Aberystwyth, where outpatients and preoperative assessments will be undertaken at the same appointment. Further work is required to understand the repatriation opportunities back into Mid Powys.

Powys Teaching Health Board are looking at available opportunities to support a nurse led Wet AMD service in the north of the county with consultant oversight from Hywel Dda University Health Board. A proposal for a North Powys Nurse led wet AMD service delivery has been developed. The Powys Senior Nurse Manager for outpatients and the Hywel Dda Senior Nurse Manager for ophthalmology have met to discuss this proposal in more detail. Clinical buy-in is required to support the proposal and the Hywel Dda Service Manager for ophthalmology has met with the Clinical Lead for Wet AMD to share the outline proposal. Some clinical and operational questions have been raised which are being worked through by the teams.

- 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.

Initial discussions have been held on the available options to support the delivery of primary care eye services in South Gwynedd. The 'Teach and Treat' model is currently being explored to see what opportunities are available for 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.

The aim of this proposal is for Mid Wales Health Board colleagues to work together in a clinical setting with honorary contracts in place to help them better understand the pathways and ways of working. The Mid Wales Ophthalmology group agreed that this should be rolled out on a specialty/sub-specialty basis. The Senior Manager Planned Care, Powys Teaching Health Board, and the Service Delivery Manager Ophthalmology and Neurology, Hywel Dda University Health Board, have met to discuss opportunities for joint working across the Cataract and Wet AMD pathways. As the first area of focus is Wet AMD it has been agreed that Powys staff will go and work in Hywel Dda at the North Road clinic, Aberystwyth. Powys clinical staff are networking with Hywel Dda teams to progress the opportunities identified and staff are currently completing honorary contract checks for Powys staff to work at North Road clinic, Aberystwyth.

### **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 was expected that the unit would be ready to welcome its first patients in March 2025, however, the timescale has slipped and the revised operational date for the unit is now planned as 12<sup>th</sup> May 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 Business Case for the second permanent CT3 Simulator has been approved by the Welsh Government. Building work is planned for April to June 2025 with handover planned for August 2025. The second CT Simulator will meet the increased demand for Radiotherapy services across South West Wales.

- *5<sup>th</sup> LinAcc*

Work is progressing on establishing a 5<sup>th</sup> LinAcc to be in place and operational by 2026/27 and this will be sited at Singleton Hospital, Swansea.

- *Future regional model*

The forecast in increased demand for radiotherapy services has shown that there is a need for a 6<sup>th</sup> and 7<sup>th</sup> LinAcc and also an additional CT Sim. Two options that are being considered for the regional model are as follows:

- Singleton Hospital to continue as the main radiotherapy site for South and West Wales.
- Satellite Radiotherapy Centre to be established at a site within the Hywel Dda University Health Board area. Hywel Dda have been asked to explore site options for a potential satellite centre as a matter of priority.

The Joint Committee team have asked that when developing the regional model consideration be given to the challenges faced by the Mid Wales population in accessing Radiotherapy services including travel distances, access to transport and the availability of accommodation.

- *Oncology*

The Joint Committee team were asked to support the Hywel Dda cancer team in exploring the future proofing of Oncology services at Bronglais Hospital, Aberystwyth, through in-reach from organisations neighbouring the Mid Wales region. A meeting was arranged on 1<sup>st</sup> 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 South West Wales Oncology Outpatients Working Group met on 15<sup>th</sup> November 2024 (previous meeting held on 15<sup>th</sup> March 2024) to re-commence the work on developing a transformation plan for oncology outpatient provision for Hywel Dda and Swansea Bay University Health Boards.

The Hywel Dda Cancer Services Management Team have undertaken a deep dive of oncology service provision at Bronglais General Hospital which will inform the future model and working arrangement for oncology services provision at Bronglais General Hospital. The available options discussed at the meeting with Betsi Cadwaladr University Health Board in May 2024 are being considered as part of this work.

### **3.4 Dental**

Betsi Cadwaladr University Health Board have not been involved in this priority in previous years, however, they have made a request to be included in this priority.

#### *a) Objective*

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

#### *Update*

The Mid Wales Dental group have agreed that they should explore the feasibility of a shared Hywel Dda/ Powys/ Betsi Cadwaladr Paediatric General Anaesthesia list at Bronglais General Hospital under the leadership of the Powys Paediatric Dentistry Consultant.

Hywel Dda 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 include the option of exploring the provision of a service at Bronglais General Hospital. The terms of reference for the task and finish group have now been agreed internally within Hywel Dda, with a preparatory meeting due to be held on 5<sup>th</sup> March 2025 and the first full meeting of the task and finish group arranged for the end of April 2025. The Hywel Dda Head of Dental and Optometry services will report back to the May meeting of the Mid Wales Planning and Delivery Executive Group on the outputs from the first meeting of the task and finish group.

#### *b) Objective*

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

#### *Update*

The Mid Wales Dental group have agreed to explore the pathway for Hywel Dda into the Powys Llandrindod Wells Hospital for endodontic treatment as access to and waiting times for NHS endodontic treatment is challenging at present. The proposed pathway being explored to Llandrindod Wells will in the first instance be limited to patients from 'SY' postcodes in Hywel Dda University Health Board. The waiting times for the Powys Teaching Health Board service are less than the current service provider for Hywel Dda University Health Board.

The option of accessing the Powys service through a cost per case arrangement or through the LTA is currently being worked through. The Powys Teaching Health Board referral criteria has been shared with Hywel Dda and initial information on the costs and service level detail have been obtained, however, this has not provided the full detail required. The treatment provided by the endodontic service is preparatory work and as such patients post treatment will require access to a dentist to complete the work. There are currently no NHS dental practices in the SY area. Also, there is no Community Dental Service in North Ceredigion with the Senior Dental Officer vacancy currently out to advertisement. As such it has been highlighted that there is a risk that patients from the 'SY' area will not have access to a dental practice to complete the dental work required post the endodontic preparatory treatment. Work is being undertaken to ascertain the extent of the risk.

### **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*

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

For Primary Care and Community care a strategy is being developed that will set out the principles and standards required to provide safe and sustainable Primary Care and Community services.

Work has been undertaken to develop the project plan to cover the scope and matters for consultation, the proposed timeline for consultation and the high-level plan for how the consultation will be undertaken. Public and staff consultation is planned to take place between May and August 2025 with a final report due to be considered by the Board of Hywel Dda University Health Board at its meeting on 27<sup>th</sup> November 2025.

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

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

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 strategic refresh of the Bronglais General Hospital strategy. The Service Group General Manager for Ceredigion, which is a new role within the new Operations Directorate structure for Hywel Dda, is due to commence in post in mid April 2025 and they will be taking the lead on the strategic refresh of the Bronglais General Hospital strategy. This will be linked to the Clinical Services Plan timeline.

### **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 a number of meetings of the group have been held. Key areas of work progressed for education and development include:

- Powys Teaching Health Board and Hywel Dda University Health Board 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. Powys Teaching Health Board have joined the inter professional group to share best practice.
- 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. 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. Also Hywel Dda have supported Powys in automating the All Wales Careers framework and data capture.
- Virtual training has been identified as an area where resources could be shared and would help address the issue with sourcing training.
- A joint review of mandatory training has been undertaken.

Feedback from the Delivery Lead for this priority, Assistant Director of People Development for Hywel Dda University Health Board, is that they are now starting to see the benefits of working regionally and that there are a lot more potential opportunities for joint working.

#### **4. Mid Wales Social Care Group**

##### **4.1 Mid Wales Social Care priorities 2024/25**

###### **a) Residential Children's Accommodation with links to eliminating profit on small homes (Childrens' Services)**

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.

###### **b) 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.

###### **c) Trusted Assessor along with Delayed Pathways of Care**

A workshop was held on 25<sup>th</sup> 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. The meeting was attended by representatives from Ceredigion and Gwynedd Councils with no one from Powys Council in attendance. Key projects discussed at the session were as follows:

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

###### **d) Summary of the learning /sharing of best practice**

A summary of the learning and sharing of best practice for the three Mid Wales Social Care priorities for 2024/25 was shared with the Mid Wales Planning and Delivery Executive Group at its meeting on 14<sup>th</sup> March 2025.

##### **4.2 Mid Wales Social Care priorities 2025/26**

Members of the Mid Wales Social Care Group were asked to provide feedback on what they felt should be the social care priorities for 2025/26, whether the priorities for 2024/25 should continue into 2025/26 and whether there were any other emerging priorities which needed to be considered. Following consideration of the feedback received the group agreed that the social care priorities for 2025/26 should be as follows:

- i) Residential Children's Accommodation with links to eliminating profit on small homes (Childrens' Services).
- ii) Delayed Pathways of Care including Trusted Assessor and 50 day challenge.
- iii) Welsh Community Care Information System (WCCIS).

One item of feedback received was regarding the wider systems of recruitment and retention of care staff across Mid Wales and links are to be established with the Mid Wales Workforce Group to look at how social care can be better represented in its work.

##### **4.3 50 day challenge**

Following a request from the Mid Wales Planning and Delivery Executive Group work is in progress on collating the learning, shared practices and outcomes of the 50 day challenge.

This will be shared with the Mid Wales Planning and Delivery Executive Group and its sub-groups.

#### **5. Mid Wales Strategic Commissioning Group**

The Mid Wales Strategic Commissioning Group was established in May 2022 to support the three Mid Wales Health Boards to fulfil their commissioning role collaboratively, in the development and implementation of equitable, accessible, evidence-based, safe, effective and sustainable services for the residents of Mid Wales. The group is directly accountable to the three respective Health Boards, however, regular reports on its work are provided to the MWPDEG with secretariat support for this group provided by the Joint Committee team.

The Mid Wales Strategic Commissioning Group are due to meet next on 11<sup>th</sup> April 2025 to consider the following:

- Newtown Colorectal clinics - Monthly outreach colorectal clinics provided by Hywel Dda University Health Board have been held at Newtown Hospital during 2024/25. A proposal paper will be considered by the Mid Wales Strategic Commissioning Group to consider the continuation of the outreach outpatient colorectal clinics on a permanent basis for 2025/26 onwards.
- Hywel Dda University Health Board Ophthalmology outreach service in Tywyn.
- Dermatology pilot in South Powys.
- Community Cardiology service at Newtown Hospital.
- Health Board Plans and opportunities for joint / regional working.

#### **Argymhelliad / Recommendation**

**For Discussion** - The Mid Wales Joint Committee are asked to discuss the update report on the Mid Wales Joint Committee's priorities 2024/25.

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

<b>PRIORITY</b>	Urology				
<b>OBJECTIVE</b>	Development of a programme of renewal for Urology pathways across the region which will support and link to the national pathway work.				
<b>SCOPE</b>	Urology services provided to North Ceredigion, North and Mid Powys and South Gwynedd residents	<ul style="list-style-type: none"> <li>• Reduction in referrals to out of area secondary care services.</li> <li>• Improved Referral to Treatment waiting time position.</li> <li>• Reduced travelling times for patients.</li> <li>• Increased utilisation of services at Bronglais General Hospital.</li> <li>• Increase in the number of outreach services across the Care Hubs in Mid Wales.</li> <li>• Increase in the commissioning numbers for Hywel Dda UHB Bronglais Hospital Urology services from neighbouring Health Boards via the commissioning process.</li> </ul>			<b>OUTCOMES</b>
<b>GOVERNANCE</b>	<p><b>Responsible Officers:</b> Executive Lead: Medical Director PTHB/Lead Clinical Director MWJC Delivery Lead: Consultant Urologist HDdUHB, Service Delivery Manager Urology HDdUHB</p> <p><b>Priority oversight through:</b> Mid Wales Planning and Delivery Executive Group</p> <p><b>Governance through:</b> BCUHB, HDdUHB and PTHB via the MWJC</p> <p><b>Delivery through:</b> Mid Wales Urology Group</p>	<b>Key Phase</b>			<b>KEY DATES AND DELIVERABLES</b>
		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			
<b>RISK</b>	<b>Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Score</b>	<b>Mitigating Actions</b>
	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

<b>PRIORITY</b>	Ophthalmology					
<b>OBJECTIVE</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Recruitment to the Mid Wales Ophthalmology leadership role to lead on the MDT approach to Ophthalmology services across Mid Wales.</li> </ul>					
<b>SCOPE</b>	Ophthalmology services provided to North Ceredigion, North and Mid Powys and South Gwynedd residents.	<ul style="list-style-type: none"> <li>• Increased capacity for National eye care pathways across Mid Wales.</li> <li>• Improved access reduction in patient waiting times.</li> <li>• Increase in the number of patients accessing outreach clinics.</li> <li>• Increase in the number of cataract procedures undertaken in Mid Wales.</li> <li>• Reduction in referrals to out of area services.</li> <li>• Reduced travelling time / distance travelled for residents of Mid Wales.</li> </ul>			<b>OUTCOMES</b>	
<b>GOVERNANCE</b>	<p><b>Responsible Officers:</b> 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><b>Priority oversight through:</b> Mid Wales Planning and Delivery Executive Group</p> <p><b>Governance through:</b> BCUHB, HDdUHB and PTHB via the MWJC</p> <p><b>Delivery through:</b> Mid Wales Ophthalmology Group</p>	<b>Key Phase</b>		<b>By Whom</b>	<b>By When</b>	<b>KEY DATES AND</b>
		<p><b>Ophthalmology Clinical Leadership roles:</b> To scope alternative options to the triumvirate Mid Wales collaborative Ophthalmology consultant leadership role post.</p> <p><b>PTHB - Proposal for eyecare transformation program including specialty consultant leadership sessions which will require business case for funding.</b></p> <p><b>HDdUHB – Developing subspecialty leadership model from current establishment.</b></p>		Head of Planned Care PTHB, Assistant Medical Director Planned Care PTHB Service Management HDUHB	On-going  On-going	
		<p><b>Collaborative eyecare pathways:</b> Focus on development of nurse led wet AMD service for North Powys.</p>		Head of Planned Care PTHB, Service Management HDdUHB	2025/26	
		<p><b>Primary Care eye care services in South Gwynedd</b> Explore the available opportunities for recruiting primary care eye care practitioners to provide services in the South Gwynedd area.</p>		Service Management BCUHB	31/03/25	
<b>RISK</b>	<b>Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Score</b>	<b>Mitigating Actions</b>	
	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

<b>PRIORITY</b>	Cancer				
<b>OBJECTIVE</b>	<ul style="list-style-type: none"> <li>Establish the new Chemotherapy Day Unit at Bronglais General Hospital.</li> <li>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.</li> <li>Review palliative care pathways to identify opportunities for simplifying models through a shared cross organisational workforce approach.</li> </ul>				
<b>SCOPE</b>	Radiotherapy, chemotherapy and palliative care services provided to North Ceredigion, North and Mid Powys and South Gwynedd residents.	<ul style="list-style-type: none"> <li>Reduction in referrals to out of area services.</li> <li>Reduced travelling time / distance travelled for residents of Mid Wales.</li> <li>Increase in the number of patients treated through the Bronglais General Hospital service.</li> <li>Reduction in the number of patients travelling to SaTH and beyond for chemotherapy services.</li> <li>Patient satisfaction surveys.</li> </ul>			<b>OUTCOME</b>
<b>GOVERNANCE</b>	<p><b>Responsible Officers:</b> Executive Lead: County Director Ceredigion, HDdUHB/MWJC Programme Director Delivery Lead: Interim General Manager Women and Children's &amp; Cancer Services, HDdUHB</p> <p><b>Priority oversight through:</b> Mid Wales Planning and Delivery Executive Group</p> <p><b>Governance through:</b> BCUHB, HDdUHB and PTHB via the MWJC</p> <p><b>Delivery through:</b> Mid Wales Cancer Group</p>	<b>Key Phase</b>	<b>By Whom</b>	<b>By When</b>	<b>KEY DATES AND</b>
		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		
<b>RISK</b>	<b>Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Score</b>	<b>Mitigating Actions</b>

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

<b>PRIORITY</b>	Dental					
<b>OBJECTIVE</b>	<ul style="list-style-type: none"> <li>Explore the feasibility of an integrated service for joint General Anaesthetic list at Bronglais General Hospital using existing facilities not fully utilised.</li> <li>Identify what improvements could be made to general NHS Dental services provision across Mid Wales.</li> </ul>					
<b>SCOPE</b>	Dental services provided to North Ceredigion, North and Mid Powys residents.	<ul style="list-style-type: none"> <li>Reduction in referrals to out of area services.</li> <li>Improved Referral to Treatment waiting time position.</li> <li>Increased utilisation of theatres and related services at Bronglais General Hospital.</li> <li>Reduced travelling time / distance travelled for residents of Mid Wales.</li> </ul>			<b>OUTCOME</b>	
<b>GOVERNANCE</b>	<p><b>Responsible Officers:</b> Executive Lead: Director of Primary, Community Care and Mental Health PTHB Delivery Lead: Head of Dental &amp; Optometry HDdUHB, Dental Director PTHB, Assistant Clinical Director BCUHB, AD of Primary Care, BCUHB</p> <p><b>Priority oversight through:</b> Mid Wales Planning and Delivery Executive Group</p> <p><b>Governance through:</b> BCUHB, HDdUHB and PTHB via the MWJC</p> <p><b>Delivery through:</b> Mid Wales Dental Group BGH Strategy Implementation Steering Group</p>	<b>Key Phase</b>		<b>By Whom</b>	<b>By When</b>	<b>KEY DATES AND DELIVERABLES</b>
		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: 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	2025/26	
<b>RISK</b>	<b>Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Score</b>	<b>Mitigating Actions</b>	

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

<b>PRIORITY</b>		Clinical Strategy for Hospital Based Care and Treatment and regional solutions			
<b>OBJECTIVE</b>		Implementation of the Bronglais General Hospital 10 year Clinical Strategy which will support the development of regional and cross border solutions.			
<b>SCOPE</b>	Hospital based care and treatment services provided to North Ceredigion, North and Mid Powys and South Gwynedd residents.	<ul style="list-style-type: none"> <li>• Reduction in referrals to out of area services.</li> <li>• Improved Referral to Treatment waiting time position.</li> <li>• Increased utilisation of services at Bronglais General Hospital.</li> <li>• Reduction in travel time / distance travelled for patients.</li> <li>• Increase in the number of outreach services across the Care Hubs in Mid Wales.</li> <li>• Increased public satisfaction with the facilities available across Mid Wales.</li> <li>• Further availability of clinical space for the population of Mid Wales through commissioning intentions.</li> </ul>			<b>OUTCOMES</b>
	<p><b>Responsible Officers:</b> Executive Lead: Chief Operating Officer, HDdUHB Delivery Lead: County Director Ceredigion HDdUHB/MWJC Programme Director</p> <p><b>Priority oversight through:</b> Mid Wales Planning and Delivery Executive Group</p> <p><b>Governance through:</b> BCUHB, HDdUHB and PTHB via the MWJC</p> <p><b>Delivery through:</b> BGH Strategy Implementation Steering Group</p>	<b>Key Phase</b>	<b>By Whom</b>	<b>By When</b>	
	Refresh of the Bronglais General Hospital strategy in light of the Hywel Dda Clinical Services Plan.	County Director Ceredigion HDdUHB/MWJC Programme Director	Timescale linked the timescale for the Hywel Dda Clinical Services Plan.		
<b>RISK</b>	<b>Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Score</b>	<b>Mitigating Actions</b>
	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	

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

<b>PRIORITY</b>	Cross Border Workforce solutions				
<b>OBJECTIVE</b>	Develop solutions to establish cross border health and social care workforce arrangements across Mid Wales including: <ul style="list-style-type: none"> <li>• Development of new and enhanced roles.</li> <li>• Recruitment</li> <li>• Retention including peer support and development of portfolios.</li> <li>• Joint training including apprenticeship and leadership development programmes</li> </ul>				
<b>SCOPE</b>	Health and social care workforce for North Ceredigion, North and Mid Powys and South Gwynedd.	<ul style="list-style-type: none"> <li>• Increase in number of substantive appointments across Mid Wales.</li> <li>• Increase in the number of new roles created.</li> <li>• Integrated approach to the provision of workforce provision across Mid Wales.</li> <li>• Workforce job satisfaction.</li> <li>• Increased public satisfaction with the services provided across Mid Wales.</li> <li>• Increase in the number of nurse trainees receiving their training in Mid Wales.</li> <li>• Increase in the number of nurse trainee placements in Mid Wales.</li> </ul>		<b>OUTCOMES</b>	
<b>GOVERNANCE</b>	<p><b>Responsible Officers:</b> Executive Lead: Director of Workforce &amp; OD HDdUHB Delivery Lead: Assistant Director of People Development HDdUHB</p> <p><b>Priority oversight through:</b> Mid Wales Planning and Delivery Executive Group</p> <p><b>Governance through:</b> BCUHB, HDdUHB and PTHB via the MWJC</p> <p><b>Delivery through:</b> Mid Wales Workforce Group</p>	<b>Key Phase</b>	<b>By Whom</b>	<b>By When</b>	<b>KEY DATES AND DELIVERABLES</b>
		<b>Workforce Intelligence</b> 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	
		<b>Education and Development</b> 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	

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

		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
<b>RISK</b>	<b>Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Score</b>	<b>Mitigating Actions</b>	

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

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

