

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:	18 th October 2021		
Eitem ar yr Agenda: Title of Report:	Mid Wales Joint Committee's Priorities and Delivery Plan 2021/22 update report including the report of the Lead Chief Executive and the Mid Wales Planning and Delivery Executive Group		
Arweinydd: Lead:	Steve Moore, Chief Executive of Hywel Dda University Health Board and Lead Chief Executive of the Mid Wales Joint Committee Peter Skitt, Ceredigion County Director and Mid Wales Joint Committee Programme Director		
Pwrpas yr adroddiad: Purpose of the Report:	To receive an update report on the Mid Wales Joint Committee's priorities and delivery plan for 2021/22 including the report of the Lead Chief Executive and 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>			
<p>The work of the Mid Wales Joint Committee is co-ordinated by the Mid Wales Planning & Delivery Executive Group which is led by Chief Executive of Hywel Dda University Health Board in his role as Lead Chief Executive of the Mid Wales Joint Committee. The group has have met twice during this reporting period, 3rd August and 28th September 2021, with its next meeting planned for 6th December 2021. The main focus of the group's work is to oversee the development and implementation of the Mid Wales Priorities and Delivery Plan 2021/22 which is considered alongside individual organisational plans together with the consideration of any other emerging matters which require a collaborative discussion and regional approach. An update on those key matters and developments taken forward by the Mid Wales Planning and Delivery Executive Group is detailed below:</p>			
1. Mid Wales Priorities and Delivery Plan 2021/22			
<p>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.</p>			
<ul style="list-style-type: none"> • 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. 			
<p>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.</p>			

- **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. Attached at Appendix A is the latest update on the Mid Wales Priorities and Delivery Plan 2021/22 with key progress to date for some of these priorities detailed below:

i) Ophthalmology

Due to differences in Health Board datasets and available resources now not being available it has not been possible to develop a consistent Mid Wales Ophthalmology dataset for demand and activity data. As such the Mid Wales Clinical Advisory Group has recommended that the Joint Clinical Lead for Eye Care services / Consultant Ophthalmologist for Mid Wales be re-advertised as soon as possible. This will now be a joint post between Powys Teaching Health Board (PTHB) and Hywel Dda University Health Board (HDdUHB). Betsi Cadwaladr University Health Board (BCUHB) have advised that they are not able to commit to the joint post until a consistent dataset is developed and demand and capacity planning undertaken. The joint post is planned to be hosted by HDdUHB. The job description and advertisement are currently being reviewed to reflect the two-partner arrangement and a meeting has been arranged for 13th October 2021 to agree the required actions to progress with the recruitment of this post as soon as possible.

A meeting of managerial and clinical leads for HDdUHB, PTHB and Shrewsbury and Telford NHS Trust to discuss the opportunities for Ophthalmology Service links between Bronllais General Hospital, Powys and Shrewsbury and Telford NHS Trust has been arranged for 10th November 2021.

ii) Community Dental Services

An initial assessment of the current status of community dental service provision across Powys and Ceredigion has been undertaken and opportunities for a regional approach have been identified, which covers 2021/22 and 2022/23, as follows:

- Resume accepting oral surgery patients for extractions including General Anaesthetic for ASA 1 and 2 adults subject to an agreed tariff. (January 2022).
Due to the retirement of the Powys Teaching Health Board consultant oral surgeon and the cessation of the service at the Newtown clinic all Hywel Dda University Health Board (Ceredigion) patients now have to travel to Swansea for intermediate oral surgery service for complex extractions). An appointment has been made to the Powys consultant oral surgeon vacancy with the start date estimated as October 2021. Hywel Dda University Health Board is due to undertake a tender exercise for minor oral surgery services. The Mid Wales Joint Committee Programme Director has met with the Hywel Dda Dental Lead and Powys Dental Director to identify options for ensuring Ceredigion patients are able to access this service closer to home.
- Scope endodontic service for the feasibility of an integrated service for endodontic services. At the moment Powys Teaching Health Board has to catch up on the existing backlog of patients (currently 12 months for treatment). (June 2022)

- Scope the feasibility of an integrated service for joint General Anaesthetic list (involving Community Dental Service staff) in Bronglais General Hospital using existing facilities not fully utilised. (September 2022)

At the request of the Planning and Delivery Executive Group, the Mid Wales Dental group which was established to take forward the Joint Committee Community Dental Service priority has been asked to widen its scope to include general NHS Dental services in order to identify what improvements could be made to service provision across Mid Wales.

iii) **Cancer and Chemotherapy Outreach**

Those areas previously agreed by Mid Wales Cancer group which are those which will now be focused on in a staged way in the following order i) Upper Gastrointestinal (GI), ii) Chemotherapy in the Community and iii) Urology.

Upper GI

A meeting was held on 27th September 2021 with the three Health Board Medical Directors to discuss potential changes to the Mid Wales Upper GI pathway. It was noted that the activity figures were low and whether this was something which should be pursued at this point. The Joint Committee Programme Director has since met with the Acute Care Director for Betsi Cadwaladr University Health Board to ascertain whether a change in pathway would make a significant impact on the North Wales position. The outputs from these meetings will be presented to the next meeting of the Mid Wales Clinical Advisory Group on 2nd November 2021 for agreeing the next steps.

Chemotherapy Day Unit

The Hywel Dda University Health Board Public Board agreed at its meeting on 29th July 2021 to the change of location of the Chemotherapy Day Unit (CDU) to the Leri Day Unit at Bronglais General Hospital and the development of a fundraising appeal for a new CDU. The timescale for the scheme is expected to be approximately 35 months (18 months planning and 17 months construction) with the planned 'go live' date of June 2024. Those services currently housed in the existing CDU, which is located in a part of the Leri Day Unit, will be required to decant during the construction and commissioning phase. As such a Bronglais CDU Decant Group has been established to discuss and explore potential accommodation options.

The new CDU will provide a significantly improved environment for patients to offer comfort in modern surroundings including:

- Additional facilities such as counselling rooms and private spaces to ensure the ability to deliver privacy and dignity to patients and their families.
- Provide the ability to deliver chemotherapy in a dedicated, safe environment by creating a 6 bay treatment area with the potential to expand to 8 bays.
- Dedicated consultation/examination rooms along with chemotherapy treatment rooms.
- Provision of a dedicated reception area together with dedicated outpatient areas (for up to 20 persons and 2-3 wheelchair users).
- Provision of a Multi-disciplinary Team meeting room.
- A social area (information centre).
- Increased patient WC facilities.

iv) **Urology**

Urology services for Day case (alternate weeks) and Outpatients have re-commenced at Bronglais General Hospital. This includes a Locum Consultant Urologist presence at the

hospital site for 3 days a week with support provided by the General Surgery Management Group team. The Hywel Dda Clinical Lead for Urology is working on pathways for both elective and emergency care which will be shared with the wider medical teams.

The MWJC Programme Director has also held initial discussions with the North Powys team on introducing trial without catheter to the area.

v) Clinical Strategy for Hospital Based Care and Treatment

The draft Bronglais General Hospital Strategy Implementation Plan for 2021-24 has been developed. The Strategy Implementation Steering Group which will lead on the development of and implementation of the strategy has been established and has met twice.

Progress on implementation of the Strategy Implementation Plan is a standing agenda item for meetings of the Mid Wales Clinical Advisory Group in order allow members to provide clinical input and feedback. A detailed presentation on the draft implementation plan was provided to the Mid Wales Clinical Advisory Group at its meeting on 13th July 2021.

As part of the Clinical Strategy for Hospital Based Care and Treatment priority, progress updates are included in the Mid Wales Priorities and Delivery Plan report to the Mid Wales Planning and Delivery Executive Group. A more detailed presentation on the implementation plan was provided to the group at its meeting on 28th September 2021

Initial discussions have been held on establishing a strategic commissioning provider group to bring together the commissioning needs of partners, the provider offer and clinical advice on proposed pathways.

A detailed report providing the latest update on the Bronglais General Hospital Strategy Implementation Strategy Implementation Plan 2021-24 is included as a separate agenda item for the Joint Committee at Agenda Item 4.

2. Other Developments

Delivering Value in Rural Wales

The three Mid Wales Health Boards together with Rural Health and Care Wales have been working collaboratively over the last 10 months, through the Delivering Value in Rural Wales group, to explore and share their respective approaches to Value Based Health Care and to identify the opportunities and increased benefits of working together for delivering value in rural wales, for which a number of commitments have been made as follows:

- Establishment of a Value Based Health Care Project Manager joint post for which an appointment has been made with the postholder commencing in post in September 2021.
- Running a case based education programme for the three Health Boards around delivering Value Based Health Care with the aim of establishing a better understanding of Value Based Health Care within the workforce. The first programme has been arranged for the 24th to 26th November 2021 for which the theme will be Diabetes.
- Utilising academic collaborations including a Professorship in Health Economics post at Aberystwyth University, supported by two Postgraduate Research Fellows, to deliver a body of research on what the unique challenges were for delivering Value Based Health Care in a rural economy and how to look beyond these challenges.
- Agreement to fund two PhD students at Bangor University to develop a framework for assessing the economic value of Value Based Health Care.

Access to NHS Dentistry services across Mid Wales

At its September 2021 meeting, the Planning and Delivery Executive Group received a report providing a summary of the current position for NHS Dental Services across Mid Wales. It was agreed that the Mid Wales Dental group currently in place to take forward the Joint Committee Community Dental Service priority be asked to widen its scope to include general NHS Dental services in order to identify what improvements could be made to service provision across Mid Wales.

Delta Wellbeing - Overview of the CONNECT project

A presentation on the Delta Wellbeing CONNECT project which currently covers the Hywel Dda area was provided to the Planning and Delivery Executive Group at its August 2021 meeting. However, discussions have been taking place with Powys service representatives around potentially extending the service to this area.

The CONNECT project is one of the largest transforming care projects funded through the West Wales Care Partnership with the following aims:

- Transform the way social care is delivered by implementing a new model of self-help and proactive care.
- Flexible, bespoke packages supporting prevention and wellbeing through a technological and digital approach.
- Improve wellbeing and help to maintain independence.
- Reduce demands on long-term or acute health and social care.

The project is about a establishing a personalised technology package of care provided alongside key worker support from the community wellbeing support team with the main focus being on how the service could support people to reach their personal goals. Across Hywel Dda the wellbeing plan was utilised to support people to re-engage in activities within their community with pathways of support in place for digital, falls and frailty, carers, supported self-management and community based support. A community responder service had also been introduced which provided a 24/7 emergency response service.

Other developments also being progressed within the project included:

- a) Telehealth
 - Remote monitoring of patients for chronic conditions - Heart Failure and Chronic Obstructive Pulmonary Disease (COPD).
 - GP service piloting telehealth working.
 - ARMED technology to identify deterioration in patients to help the health sector prioritise those most in need.
- b) Hospital teams in Carmarthenshire had placed Delta Wellbeing staff into the two acute hospitals to use the connect model to facilitate discharge and also to provide support to people when they arrived home from hospital.

Argymhelliad / Recommendation

For agreement/discussion - The Mid Wales Joint Committee are asked to discuss the update report on the Mid Wales Priorities and Delivery Plan 2021/22 which includes the report of the Lead Chief Executive and the Mid Wales Planning and Delivery Executive Group.

Mid Wales Joint Committee - Priorities and Delivery Plan 2021/22

Priority:	Social and Green Solutions for Health			
Overall Goal:	Support the population of Mid Wales to take greater control of their own health and wellbeing through the development of a more co-ordinated, coherent and proactive approach to Social and Green Solutions for Health across Mid Wales.			
Lead:	Rural Health and Care Wales - Anna Prytherch, Rural Health and Care Wales Project Manager			
Position September 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
<p>Work has continued on exploring the current provision of social and green solutions for health across Mid Wales, with ongoing work directed by the Welsh Government on developing a national framework near completion. This has included meetings with representatives from all three Health Boards to consider the social and green solutions for health being implemented across their region.</p> <p>Whilst exploratory work is continuing, with more discussions required with Local Authorities across Mid Wales, it is prudent to wait the outcome from the national research before concluding the report as the recommendations will need to tie in with the national strategy. As such work on completing an overview report of current provision and direction with regard to Social and Green Solutions for Health across Mid Wales may be delayed due to an issue with publishing early findings of national scoping exercise that is feeding into the WG framework that will need to be adopted.</p>	<p>Review the impacts and outputs of Social and Green Solutions across Mid Wales.</p> <p>Review the focus and objectives of the Social and Green Solutions priority.</p>	<p>Sept 21</p> <p>Oct 21</p>	<p>Increase in the number of Social and Green projects/activities available across Mid Wales.</p>	<p>Public Services Boards</p>

Mid Wales Joint Committee - Priorities and Delivery Plan 2021/22

Priority:	Ophthalmology			
Overall Goal:	Develop an integrated community focused Ophthalmic approach across Mid Wales with a co-ordinated approach across primary, community and hospital care services which will include enhancing the provision of community outpatient clinics and Optometric triage.			
Lead:	Hywel Dda University Health Board / Mid Wales Joint Committee - Peter Skitt, County Director Ceredigion and MWJC Programme Director			
Position September 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
<p>Due to differences in Health Board datasets and available resources now not being available it has not been possible to develop a consistent Mid Wales Ophthalmology dataset for demand and activity data. As such the Joint Clinical Lead for Eye Care services / Consultant Ophthalmologist for Mid Wales will be re-advertised as soon as possible as a joint post between Powys Teaching Health Board (PTHB) and Hywel Dda University Health Board (HDdUHB). Betsi Cadwaladr University Health Board (BCUHB) have advised that they are not able to commit to the joint post until a consistent dataset is develop and demand and capacity planning undertaken. The job description and advertisement are currently being reviewed to reflect the two-partner arrangement and a meeting has been arranged for 13th October 2021 to agree the required actions to progress with the recruitment of this post.</p> <p>A meeting of managerial and clinical leads for HDdUHB, PTHB and Shrewsbury and Telford NHS Trust to discuss the opportunities for Ophthalmology Service links between Bronglais General Hospital, Powys and Shrewsbury and Telford NHS Trust has been arranged for 10th November 2021.</p>	<p>Review existing Ophthalmology service provision and waiting lists for Mid Wales in order to identify opportunities for a regional approach to recovery plans, ensuring consistent Primary Care support in the Ophthalmology pathway.</p> <p>Recruit to the Mid Wales Ophthalmology leadership role in order to secure leadership for an MDT approach across Mid Wales.</p> <p>Develop innovative solutions to address the continued gaps in Optometry service provision across the South Meirionnydd area.</p>	<p>Aug 21</p> <p>Dec 21</p> <p>Sept 21</p>	<p>Increased use of the National eye care pathways across Mid Wales.</p> <p>Improved Referral to Treatment waiting time position.</p> <p>Increase in the number of patients accessing outreach clinics.</p> <p>Increase in the number of cataract operations undertaken in Mid Wales.</p> <p>Reduction in referrals to out of area services.</p> <p>Reduced travelling time / distance travelled for residents of Mid Wales.</p>	<p>Mid Wales Ophthalmology Group</p>

Mid Wales Joint Committee - Priorities and Delivery Plan 2021/22

Priority:	Community Dental Service			
Overall Goal:	Improved access to community dental services and enhanced community dental provision across Mid Wales.			
Lead:	Powys Teaching Health Board - Jamie Marchant, Director of Primary Care, Community and Mental Health Services			
Position September 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
<p>Initial assessment of current status of community dental service provision across Powys and Ceredigion undertaken. Opportunities identified for a regional approach which cover 2021/22 and 2022/23 are:</p> <p>a. Resume accepting oral surgery patients for extractions including GA for ASA 1 and 2 adults subject to an agreed tariff. (Jan 2022)</p> <p>b. Scope endodontic service for the feasibility of an integrated service for endodontic services. At the moment Powys THB has to catch up on the existing backlog of patients (currently 12 months for treatment). (June 2022)</p> <p>c. Scope the feasibility of an integrated service for joint General Anaesthetic (GA) list (involving CDS staff) in Bronglais General Hospital using existing facilities not fully utilised (Sept 2022)</p> <p>New PTHB consultant oral surgeon due to commence in post – start date estimated October 2021.</p> <p>HDdUHB due to undertake a tender exercise for minor oral surgery services. MWJC Programme Director has met with the HDdUHB Dental Lead and PTHB Dental Director to identify options for ensuring Ceredigion patients have access to this service closer to home</p>	<p>Review existing community dental service provision and current waiting lists for Mid Wales and identify opportunities for a regional approach to recovery plans.</p>	<p>Sept 21</p>	<p>Reduction in referrals to out of area services.</p> <p>Improved Referral to Treatment waiting time position.</p> <p>Increased utilisation of theatres and related services at Bronglais General Hospital.</p> <p>Reduced travelling time / distance travelled for residents of Mid Wales.</p>	<p>Mid Wales Dental Group</p>

Mid Wales Joint Committee - Priorities and Delivery Plan 2021/22

Priority:	Respiratory			
Overall Goal:	Integrated community focused respiratory approach across Mid Wales with co-ordinated services across primary care, community and hospital care services in order to ensure early diagnosis of respiratory conditions and improved provision of chronic disease management through enhanced support from specialists within the community to optimise treatment and support for patients.			
Lead:	Hywel Dda University Health Board - Hazel Davies, General Manager – Bronglais General Hospital			
Position September 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
In 2020/21 this priority was led through the Powys THB led Breathe Well Programme. This priority has been assigned to a new lead who will be co-ordinating a small group to establish links between the Powys THB Breathe Well programme and the Hywel Dda UHB and Betsi Cadwaladr UHB respiratory work and plans to inform the development of a Mid Wales Respiratory Plan.	Development of the Mid Wales Respiratory Plan outlining the service model for the provision of Respiratory services across Mid Wales with a focus on delivering care closer to home and the creation of a networked pathway across secondary and tertiary services.	Dec 21	Reduction in referrals to out of area services. Reduced travelling time / distance travelled for residents of Mid Wales. Increase in the number of community clinics by appropriate specialists. Increased use of videoconference and technological solutions e.g. VIPAR.	Mid Wales Respiratory Group

Mid Wales Joint Committee - Priorities and Delivery Plan 2021/22

Priority:	Rehabilitation			
Overall Goal:	Improved access to rehabilitation services including the provision of a Mid Wales rehabilitation service which provides inpatient, outpatient and community rehabilitation services.			
Lead:	Hywel Dda University Health Board - Lance Reed, Clinical Director of Therapies Powys Teaching Health Board - Victoria Deakins, Lead Therapist North / Professional Health of Occupational Therapy			
Position September 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
<p>The first Rehabilitation Clinical Network session was held on 30/11/20 which focused on what rehabilitation services could be provided in North Powys, what were the priority areas, what was required to facilitate the delivery of these priority areas across North Powys and the potential barriers and risks. Key points to note as follows:</p> <p>i) Possibility of a Level 2 rehabilitation unit in Newtown to be explored including the required catchment population to be to make it deliverable. North Powys Wellbeing Programme tasked with considering what is required from a business case point of view.</p> <p>ii) Prehabilitation and rehabilitation provided remotely to be explored further.</p> <p>Proposed plan for the delivery of this priority for 2021/22 to focus on the following actions:</p> <ul style="list-style-type: none"> • Mapping exercise of rehabilitation services across Mid Wales including service modelling, provision and workforce in order to identify potential opportunities for Mid Wales. • Clinical workshop to be held in Autumn 2021 to review the mapping exercise and identify the gaps and opportunities for rehabilitation provision across Mid Wales. 	<p>Development of a Mid Wales Rehabilitation Service plan for inpatient, outpatient and community rehabilitation services and exploring the development of an MDT approach across Mid Wales.</p>	<p>Dec 21</p>	<p>Reduction in patients being treated out of area.</p> <p>Reduced travelling times for patients and their relatives.</p> <p>Increased public satisfaction with the facilities available across Mid Wales.</p>	<p>Mid Wales Rehabilitation group</p>

Mid Wales Joint Committee - Priorities and Delivery Plan 2021/22

Priority:	Cross Border Workforce solutions			
Overall Goal	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.			
Lead:	Hywel Dda University Health Board - Lisa Gostling, Director of Workforce & Organisational Development			
Position September 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
<p>The proposed plan for the delivery of this priority's objectives for 2021/22 will focus on the following areas:</p> <ul style="list-style-type: none"> • Workforce plan for health and social care; • Joint Training opportunities; • Joint Induction for health and social care; • Apprenticeship programme and available funding for rurality; • Support for Aberystwyth University School of Nursing and placements in rural settings to include both health and social care settings. <p>Running alongside this, a joint cluster meeting of South Gwynedd, North Ceredigion and North Powys to start discussions within primary care on opportunities for GP portfolios and rotation has been arranged for 22/11/21.</p> <p>At the end of June 2021 confirmation was received that Health Education and Improvement Wales has awarded a contract to Aberystwyth University to provide education courses to both adult and mental health nurses. The first nursing students will arrive for their studies at Aberystwyth University in September 2022.</p>	<p>Develop solutions to establish cross border workforce arrangements across Mid Wales including joint induction and training programmes.</p>	Mar 22	<p>Increase in number of substantive appointments across Mid Wales.</p> <p>Increase in the number of new roles created.</p> <p>Integrated approach to the provision of workforce provision across Mid Wales.</p> <p>Workforce job satisfaction.</p> <p>Increased public satisfaction with the services provided across Mid Wales.</p>	Mid Wales Workforce group
	<p>Provide continued support to the establishment of a nurse training centre in Aberystwyth which if successful will include placements in a range of rural community settings across Mid Wales.</p>	Sept 22	<p>Increase in the number of nurse trainees receiving their training in Mid Wales.</p> <p>Increase in the number of nurse trainee placements in Mid Wales.</p>	Aberystwyth School of Nursing Project Board

Mid Wales Joint Committee - Priorities and Delivery Plan 2021/22

Priority:	Clinical Strategy for Hospital Based Care and Treatment			
Overall Goal	Sustainable and accessible Hospital Based Care and Treatment services for the population of Mid Wales with robust outreach services and clinical networks			
Lead	Hywel Dda University Health Board / Mid Wales Joint Committee - Peter Skitt, County Director Ceredigion and MWJC Programme Director			
Position September 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
<p>The draft Bronglais General Hospital Strategy Implementation Plan for 2021-24 has been developed. The Strategy Implementation Steering Group which will lead on the development of and implementation of the strategy has been established and has met twice.</p> <p>A detailed report providing the latest update on the Bronglais General Hospital Strategy Implementation Strategy Implementation Plan 2021-24 is included as a separate agenda item for the Joint Committee at Agenda Item 4.</p>	<p>Develop the implementation plan to support the delivery of the Bronglais General Hospital strategy.</p> <p>Implementation of the year 1 deliverables of the delivery plan for the implementation of the Bronglais General Hospital clinical strategy 'Bronglais General Hospital: Delivering Excellent Rural Acute Care' with the development of regional and cross border solutions.</p>	<p>Jul 21</p> <p>Mar 22</p>	<p>Reduction in referrals to out of area services.</p> <p>Improved Referral to Treatment waiting time position.</p> <p>Increased utilisation of services at Bronglais General Hospital.</p> <p>Reduction in travel time / distance travelled for patients.</p> <p>Increase in the number of outreach services across the Care Hubs in Mid Wales.</p> <p>Increased public satisfaction with the facilities available across Mid Wales.</p> <p>Further availability of clinical space for the population of Mid Wales through commissioning intentions.</p>	<p>Implementation Group</p> <p>Public Advisory Board</p> <p>Commissioning Sub group</p>