



“ Bronglais District General Hospital: Delivering Excellent Rural Acute Care”

Our 3 Year Plan to implement our strategy.

Mid Wales Joint Committee 18th October 2021

Delivering our strategy for Bronglais



- Our Board Approved Strategy for Bronglais
- Progress to date
- Our 3-year plans to deliver our strategy

Our Board-approved strategy for Bronglais



Following board approval of **“A Healthier Mid and West Wales: Our future generations living well:**

- Bronglais Clinical Model and Delivery Plan workstream commenced 5th June 2018
- June 2018 - Bronglais Vision and Strategy Group was convened
 - Series of meetings with clinicians and managers over several months to develop the clinical model and strategy for Bronglais
- **“Bronglais General Hospital: Delivering Excellent Rural Acute Care”** approved by the Board 28th November 2019



A HEALTHIER MID AND WEST WALES:
OUR FUTURE GENERATIONS LIVING WELL



Bronglais General Hospital:

‘Delivering Excellent Rural Acute Care’

Core themes of our strategy for Bronglais

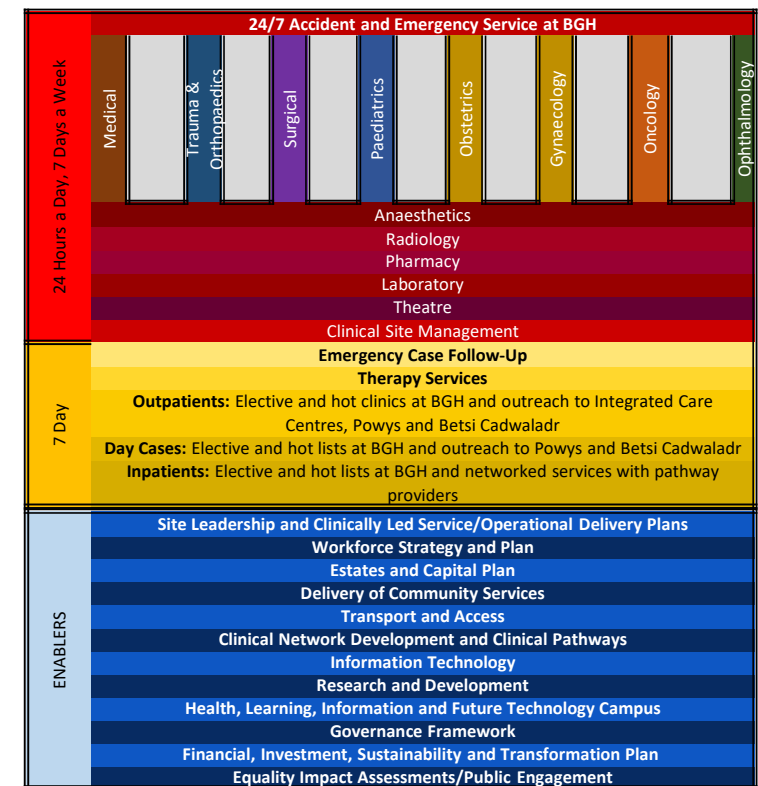
The “Bronglais Commitment” is to provide high quality, timely services, as locally as possible.

We will:

- ✓ Maximise the utilisation of BGH’s modern facilities
- ✓ Maximise the benefit of BGH’s high quality services
- ✓ Develop the range of services provided
- ✓ Extend BGH’s catchment area

So that:

- ✓ BGH becomes the **provider of choice** for access to specialist health care services both within the main hospital and at networked “Bronglais@” services across Mid Wales.



Progress to date

Progress towards delivery of the BGH Strategy has been made in many areas despite the challenges of the past year.

Some highlights include:

- ✓ Progress towards our aim of having no single-handed specialties
- ✓ Repatriation of Colorectal Surgery
- ✓ Acceleration of Virtual Clinic implementation
- ✓ CT Angio Service commenced
- ✓ Pacing Service commenced
- ✓ Satellite Pharmacy established to support surgical wards
- ✓ Partnership with Aberystwyth University and several professional bodies, to establish a local Faculty of Health Sciences with an integrated School of Nursing in Aberystwyth. First Intake Sept 2022.
- ✓ Ceredigion, including Bronglais as an acute provider facility, has been chosen to be the Health Board's pilot county for enhanced technology.



Our Plans for Scheduled Care

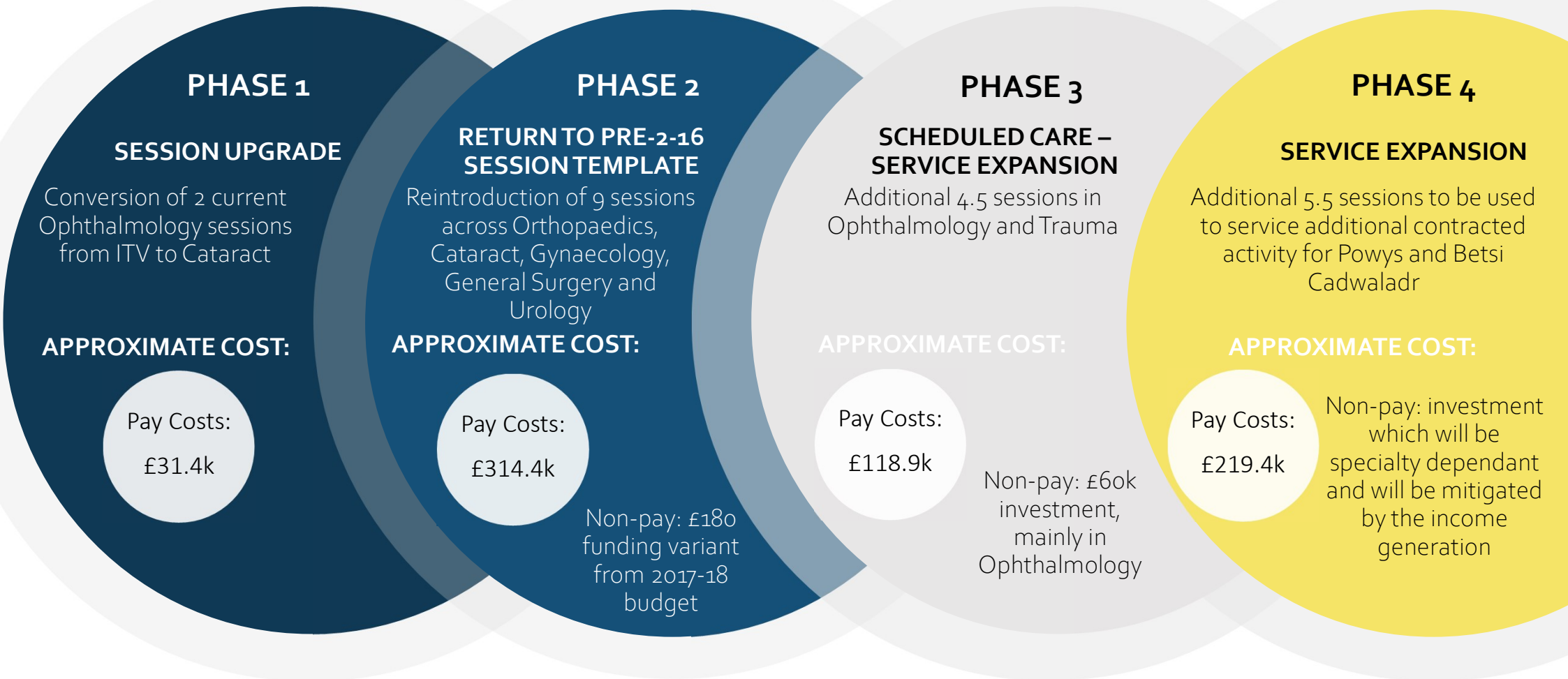
Background

- 2016-2019 closure for refurbishment of the two operating theatres on level 7
- BGH ran a reduced sessional template during this period
- We have a 4-Phased plan to return to the pre-2016 session template to support the post-Covid recovery and then to expand the service

We have a significant opportunity through the phased expansion of BGH Scheduled Care services to:

- *play a part in Hywel Dda's own post-Covid recovery*
- and*
- *fulfil the commitment of the BGH strategy, providing local care and treatment for the people of Mid Wales.*

SCHEDULED CARE PLAN FOR BGH THEATRES



THEATRES CONT.

PHASE 1

SESSION UPGRADE

No. of session	
5.5	Ophthalmology – Convert 2 current sessions from ITV to Cataract

5.5

FTE
0.86

Costing
£31,421

Non-Pay
NIL

Seek to recruit and implement by closure of Q4 21-22

PHASE 2

BACK TO PRE 2016-RE-EXPANSION

No. of session	
3	Orthopaedic
1	Cataract
0.5	Gynaecology
3.5	General Surgery
1	Urology

9

FTE
8.64

Costing
£314,400

Non-Pay
TBC

Variance to 17-18 NON PAY funding:
Deficit £171,494

Seek early funding to support a 12-18 months 'grow our own' training programme.

End Q3 21-22 funding - recruitment & training programme could begin immediately to Service re-expansion by end of Q4 22-23

THEATRES CONT.

PHASE 3

SCHEDULED CARE – SERVICE EXPANSION

No. of session	
3.5	Ophthalmology
1	TRAUMA

4.5

FTE
3.86

Costing
£118,847

Anaesthetic Sessions
2.5

Costing
£31,459

Seek to recruit Consultant Anaesthetist for Phase 3 and 4 together as a single FTE by end of Q2 23-24.

Seek ongoing support of 12-18 months 'grow our own' training programme. Q1 23-24 funding - recruitment and training programme could begin immediately to Service expansion by end of Q4 23-24

PHASE 4

SERVICE EXPANSION

No. of session	
5.5	6 x week 1 5 x week 2

5.5

FTE
6.32

Costing
£219,423

Anaesthetic Sessions
5.5

Costing
£88,085

Subject to success of Phase 2 and Phase 3 recruitment and training plans with subsequent implementation of theatre sessions.

Seek funding from Q1 24-25 for Theatre staff group recruitment and training. Objective would be to be ready for Theatre session expansion for Q3 25-26

THEATRES CONT.

FULL REALISATION OF AMBITION FOR BHG




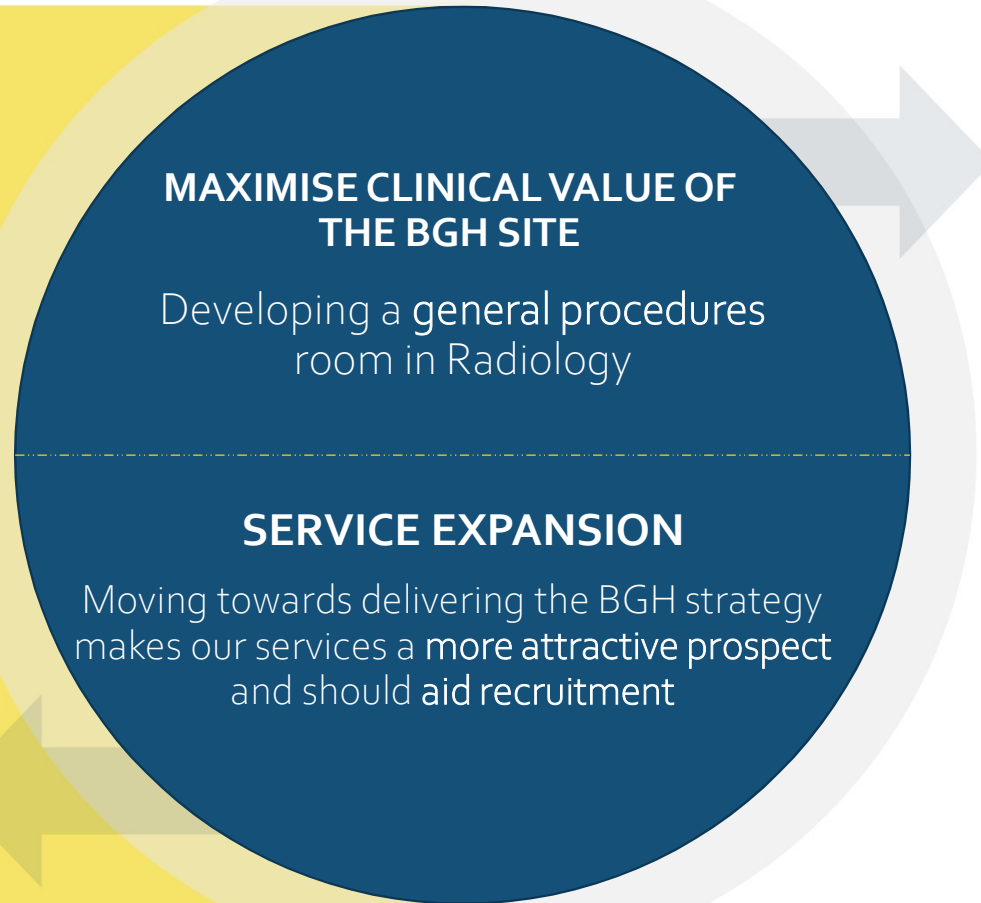
SIGNIFICANT RECRUITMENT PROCESS

Supported by Workforce colleagues




BGH SPECIFIC RECRUITMENT CAMPAIGN

Showcase facilities and enviable location



Cardiology (PACE)



Endoscopy (ERCP)

MOVE OUT OF THEATRES

Release circa 3 Theatre sessions per week

Our Plan for Therapy Services

2021-2

- Workforce review
- Develop plan for 6 day working
- Scope cost vs benefit of 7 day working
- Implement Pre-Habilitation Service

2022-3

- Implement 6 day working
- Develop plan for 7 day working

2023-4

- Implement 7 day working plan
- Further developments to be planned in 2021-3

Our Plan for Laboratory Services

2021-2

- Remodel skill-mix to maximise flexibility
- Develop career pathway for Band 2/3 Lab Assistants to progress to BMS roles
- Develop plan and business case to optimise Phlebotomy provision across 7 days

2022-3

- Recruit as required to implement 7 day Phlebotomy
- Commence new service

2023-4

- Further developments to be planned in 2021-3

Our Plan for Pharmacy Services

2021-2

- Commence enhanced Saturday service (pending outcome of staff consultation)
- Scope cost vs benefit of 7 day service
- Increase pharmacy support to Acute Frailty Team
- Establish Medicines Transcribing and e-Discharge System (MTeD) in Clinical Decision Unit

2022-3

- Establish pharmacy delivered medicine reconciliation within 24 hours of ED attendance (linked to 7 day service)
- Establish Ward Level Dispensing for Medical Wards

2023-4

- Replace robot (on Capital Risk Register)
- Further developments to be planned in 2021-3

Our Plans to optimise use of BGH Estate

2021-2

- Identify suitable space for Satellite Pharmacy (Medical Unit)

2022-3

- Feasibility study into relocating front of house plant to roof and create clinical floor
- Relocation of services from Leri to old Renal Unit, to facilitate Leri refurb

2023-4

- Refurb of (Leri) Chemotherapy Day Unit completed
- Further developments pending outcome of feasibility study

Our Plan for Paediatric Services

2021-2

- Draft development plan for (career pathway) for Advanced Paediatric Nurse Practitioners
- E-referral roll-out to Primary Care
- Pilot single point of contact for paed advice using "Consultant Connect"

2022-3

- Develop rotational nursing models to support development of children's nurses in ED
- Develop community paediatric outreach, acute response nursing team

2023-4

- Further developments to be planned in 2021-3

Our Plan for Radiology Services

2021-2

- All Wales workforce review and recruitment plan
- Develop plans to implement 7 day USS, MRI and weekly DEXA
- Scope additional demand of planned increase in scheduled care activity
- Scope demand/capacity and staffing/cost implications of maximising underutilised kit in Powys/Betsi

2022-3

- Develop Radiological Procedure Room
- Replace CT Scanner
- Replace General Rooms
- Recruit as per plan
- Weekly DEXA

2023-4

- 7 day service for USS and MRI
- Further developments to be planned in 2021-3

Our Plan for the Acute Frailty Team

2021-2

- Establish Acute Frailty Working Group
- Establish BGH & Ceredigion Frailty Forum
- Establish network of Frailty Champions across BGH
- Frailty Working Group to define optimal Frailty Pathway
- Develop Acute Frailty Team - recruitment of additional staff (Urgent Care Fund bid)

2022-3

- Identify and agree bed base location for acute frailty service
- Acute Frailty Team fully established
- Monitor outcomes and refine service

2023-4

- Further developments to be planned in 2021-3

Our Plan for Same Day Emergency Care (SDEC)

2021-2

- Run SDEC as a model in EUCC
- Develop key pathways in general surgery, respiratory, cardiology
- WG bid for funds to convert ED Seminar Room to 2 SDEC spaces

2022-3

- Develop further pathways
- Ongoing review of outcomes and refining of operating model and pathways

2023-4

- Further developments to be planned in 2021-3

Our Plan for Digital and Technology Enabled Care

2021-2

- Ideas scoping, identify opportunities for digital improvements and innovation
- opportunities and solutions
- Develop new MDT Room in Front of House
- Patient bedside facilities pilot in PPH
- Frailty team exploring use of wearable technologies for patients

2022-3

- Deploy patient bedside facilities following PPH pilot
- Digital solutions to wayfinding at BGH
- Digital solutions to aid management of flow and bed capacity
- Digital solutions to support virtual ward and remote monitoring to prevent admission and reduce LoS

2023-4

- Further developments to be identified and planned in 2021-3



DIOGEL | CYNALIADWY | HYGYRCH | CAREDIG
SAFE | SUSTAINABLE | ACCESSIBLE | KIND



GIG
CYMRU
NHS
WALES | Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Thank you!

