

EITEM AGENDA / AGENDA ITEM: 4

Cyd-bwyllgor Canolbarth Cymru ar gyfer Iechyd a Gofal / Mid Wales Joint Committee for Health and Care			
Dyddiad y Cyfarfod: Date of Meeting:	27 th June 2022		
Eitem ar yr Agenda: Title of Report:	Mid Wales Joint Committee - Priorities and Delivery Plan 2022/23		
Arweinydd: Lead:	Steve Moore, Chief Executive, Hywel Dda University Health Board and Lead Chief Executive for the Mid Wales Joint Committee Peter Skitt, Ceredigion County Director and Mid Wales Joint Committee Programme Director		
Pwrpas yr adroddiad: Purpose of the Report:	To receive an update report on the Mid Wales Joint Committee's priorities and delivery plan for 2022/23 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 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> <ol style="list-style-type: none"> 1. Aim 1: Health, Wellbeing and Prevention Improve the health and wellbeing of the Mid Wales population. 2. 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. 3. 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. 4. 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. 5. 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. <p>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.</p>			

For 2022/23 the priority areas for joint working across Mid Wales will be based on the clinical priorities developed by the Mid Wales Clinical Advisory Group and the key actions within organisational Covid-19 recovery plans and IMTPs in order to support the Welsh Government's expectation for Health Boards to work together to deliver regional solutions to meet the demand of both COVID and non-COVID pathways and work together, across organisational boundaries, to plan and deliver on a regional basis. These priorities will focus on a whole pathway approach with regional links between primary, secondary, community and social care with a Value Based Health Care approach.

Attached at Appendix A is the latest draft Mid Wales Priorities and Delivery Plan for 2022/23 and Joint Committee's priority areas for 2022/23 will focus on the following:

- **Urology** – Development of a programme of renewal for Urology pathways across Mid Wales
- **Ophthalmology** – Develop a regional and whole system pathway approach to the provision of Ophthalmology services across Mid Wales supported through the establishment of links between HDdUHB, PTHB and SaTH. Recruitment to the Mid Wales Ophthalmology leadership role to lead on the MDT approach to Ophthalmology services across Mid Wales.
- **Cancer**- Pathways for community based oncology services will continue to be reviewed to identify opportunities for increasing provision across Mid Wales community sites. Establishment of the new Chemotherapy Day Unit at Bronglais General Hospital together with the development of a plan for a Mid Wales approach to chemotherapy services in the community.
- **Respiratory** – Continuation on the 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.
- **Digital** – Continuation of the development of a clinically agreed plan for future digital developments for implementation across Mid Wales.
- **Dental** – Resumption of oral surgery for extractions and scoping endodontic service for the feasibility of an integrated service for endodontic services together with the feasibility of an integrated service for joint General Anaesthetic list at Bronglais General Hospital using existing facilities not fully utilised. Also identify what improvements could be made to general NHS Dental services provision across Mid Wales.
- **Clinical Strategy for Hospital Based Care and Treatment and regional solutions** – On-going implementation of the Bronglais General Hospital 10 year Clinical Strategy which will support the on-going development of regional and cross border solutions. This will include the establishment of the Mid Wales Bronglais General Hospital Advisory Board, which will be made up of health expert members of the public, to ensure there is on-going involvement and engagement with stakeholders on the implementation of the strategy.
- **Cross Border Workforce arrangements** - On-going development of solutions to establish cross border workforce arrangements across Mid Wales including joint training, apprenticeship and leadership development programmes, development of new and enhanced roles, development of a Mid Wales recruitment campaign and continued support for the Aberystwyth University School of Nursing including the provision of placements in a range of rural community settings across health and social care. Support the development of links between the South Gwynedd, North Ceredigion and North Powys clusters to explore what areas of good work can be rolled out across Mid Wales.

- **Rehabilitation** – Continuation of the work on the 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.

The Mid Wales Clinical Advisory Group, at its meeting on 31/03/22, agreed that its top 3 clinical priorities would be 1. Urology, 2. Palliative Care and 3. Rheumatology. It was also agreed these would be looked at in a staged approach with Urology being the first priority to progress. Attached at Appendix B is a summary of the approach to be taken for this priority and the latest position.

2. Other Developments

Mid Wales Strategic Commissioning Group

A Mid Wales Strategic Commissioning Group has been established for 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 held its first meeting on 19th May 2022 to discuss terms of reference, membership and scope of work for the group. The group are due to meet next on 4th July 2022 to discuss the following reports:

- Hywel Dda University Health Board outline of where additional capacity can be provided to its commissioners.
- Betsi Cadwaladr University Health Board and Powys Teaching Health Board additional capacity requirements.

New operating theatres at Prince Philip Hospital, Llanelli

Work commenced in December 2021 to build two new operating theatres at Prince Philip Hospital in Llanelli in a bid to tackle surgical waiting lists and ease pressures across the region. The new operating theatres, built with nearly £20m of Welsh Government funding, will include preparation rooms, anaesthetic rooms, changing facilities and a recovery area. The theatres will have capacity to run 24 sessions a week, covering procedures including orthopaedics, general surgery, urology, vascular and laser therapy for varicose veins and are expected to deliver approximately 4,600 additional day cases per year. It is hoped this will help efforts to tackle the backlog of people waiting for treatment in the area after delays caused by the impact of the pandemic to planned care. As well as benefitting patients in Carmarthenshire, Ceredigion and Pembrokeshire waiting for treatment, it is also anticipated that patients across the wider south west Wales region will benefit from the additional capacity this development will enable.

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 2022/23 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 2022/23

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 May 2022	Objective 2022/23	Deadline	How success will be measured	Delivery Mechanism
<p>Impacts and outputs of Social and Green Solutions across Mid Wales have been reviewed.</p> <p>Scoping of Social Prescribing in Wales has been completed and the “Understanding Social Prescribing in Wales” report made public.</p> <p>Social Prescribing national framework being developed by the Welsh Government anticipated to be finalised in July 2022.</p>	Review the focus and objectives of the Social and Green Solutions priority.	Sept 2022	Increase in the number of Social and Green projects/activities available across Mid Wales.	Public Services Boards

Mid Wales Joint Committee - Priorities and Delivery Plan 2022/23

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 - Hayley Thomas, Director of Primary Care, Community & Mental Health Services			
Position May 2022	Objective 2022/23	Deadline	How success will be measured	Delivery Mechanism
New lead for this priority due to a change in the Director of Primary, Community & Mental Health Services. Initial contact made and brief summary of overall goal and objectives for this priority provided. Meeting in the process of being arranged with new priority lead to discuss approach.	<p>Review existing community dental service provision and current waiting lists for Mid Wales and identify opportunities for a regional approach to recovery and also general NHS Dental services, in order to identify what improvements could be made to service provision across Mid Wales. To include:</p> <ul style="list-style-type: none"> • Resumption of oral surgery for extractions and scoping endodontic service for the feasibility of an integrated service for endodontic services • Feasibility of an integrated service for joint General Anaesthetic list at Bronglais General Hospital using existing facilities not fully utilised. • What improvements could be made to general NHS Dental services provision across Mid Wales 	March 23	<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>	Mid Wales Dental Group

Mid Wales Joint Committee - Priorities and Delivery Plan 2022/23

Priority:	Digital			
Overall Goal:	Innovative use of digital technology for services across Mid Wales			
Lead:	Hywel Dda University Health Board – Matthew Willis, General Manager - Bronglais General Hospital			
Position May 2022	Objective 2022/23	Deadline	How success will be measured	Delivery Mechanism
<p>A review has already been undertaken on the digital platforms introduced for those clinical pathways in HDdUHB since the start of the pandemic. Work is in progress on including those developments introduced at both BCUHB and Powys. This review will be used to inform the development of a clinically agreed plan for future digital developments for Mid Wales.</p> <p>Ceredigion chosen as the pilot site for Digital for which the implementation plan for the BGH Strategy includes the development of the Digital Strategy for Bronglais. This will be used to support and inform the Digital Plan for Mid Wales.</p> <p>New lead for this priority due to a change in General Manager for Bronglais General Hospital. Meeting held with new priority lead to discuss approach.</p>	<p>Development of a clinically agreed plan for future digital developments for implementation across Mid Wales.</p> <p>Establishment of a regional Mid Wales Digital strategic commissioning group.</p>	<p>Sept 22</p> <p>June 22</p>	<p>Increase in the number of community settings including GP surgeries and community hospitals which are used as telemedicine centres.</p> <p>Reduced travelling times / distance travelled for patients.</p> <p>Reduced travelling times for clinicians thereby releasing additional capacity.</p> <p>Increase in the number of virtual clinics across Mid Wales.</p> <p>Patient satisfaction surveys.</p>	<p>Mid Wales Digital strategic commissioning group.</p>

Mid Wales Joint Committee - Priorities and Delivery Plan 2022/23

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:	To be confirmed			
Position May 2022	Objective 2022/23	Deadline	How success will be measured	Delivery Mechanism
<p>The lead for this priority will need to be reviewed. Links need to re-established between the PTHB Breathe Well programme, HDdUHB and BCUHB respiratory work and plans to support the development of a Mid Wales Respiratory Plan.</p> <p>This work will link to the BGH Strategy plan for Same Day Emergency Care which includes the development of a pathway for respiratory.</p>	Continuation on the 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.	Oct 22	<p>Reduction in referrals to out of area services.</p> <p>Reduced travelling time / distance travelled for residents of Mid Wales.</p> <p>Increase in the number of community clinics by appropriate specialists.</p> <p>Increased use of videoconference and technological solutions e.g. VIPAR.</p>	Mid Wales Respiratory Group

Mid Wales Joint Committee - Priorities and Delivery Plan 2022/23

Priority:	Urology			
Overall Goal:	Re-establishment of Urology services at Bronglais General Hospital and the development of a Mid Wales focused pathway with outreach services across the region.			
Lead:	Hywel Dda University Health Board - Mr Ngiaw Khoon Saw, Clinical Lead Urology and Caroline Lewis, Service Delivery Manager			
Position May 2022	Objective 2022/23	Deadline	How success will be measured	Delivery Mechanism
Urology workshop arranged for 23 rd June 2022 to commence development programme of renewal for Mid Wales Urology pathways was cancelled due to issues being encountered with engagement with Hywel Dda UHB Urology team.	Development of a programme of renewal for Urology pathways across Mid Wales.	Oct 2022	<p>Reduction in referrals to out of area secondary care services.</p> <p>Improved Referral to Treatment waiting time position.</p> <p>Reduced travelling times for patients.</p> <p>Increased utilisation of services at Bronglais General Hospital.</p> <p>Increase in the number of outreach services across the Care Hubs in Mid Wales.</p> <p>Increase in the commissioning numbers for HDdUHB BGH Urology services from neighbouring Health Boards via the commissioning process.</p>	<p>Urology Clinical Network</p> <p>North Powys Wellbeing Programme</p> <p>BGH Strategy Implementation Steering Group</p>

Mid Wales Joint Committee - Priorities and Delivery Plan 2022/23

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 May 2022	Objective 2022/23	Deadline	How success will be measured	Delivery Mechanism	
<p>Plan developed for the delivery of the objectives for 2022/23 to focus on the following areas:</p> <ul style="list-style-type: none"> • Joint Training opportunities • 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. • Shared apprenticeship support • Development of new and enhanced roles. • Mid Wales recruitment campaign. • Joint leadership development programmes. <p>Joint cluster meetings of South Gwynedd, North Ceredigion and North Powys was held on 22/11/21 to start discussions within primary care on opportunities for GP portfolios and rotation. Agreed to meet twice a year, share cluster plans, and explore what areas of good work can be rolled out across Mid Wales. Second meeting held on 6th April 2022.</p>	<p>On-going development of solutions to establish cross border workforce arrangements across Mid Wales including joint training, apprenticeship and leadership development programmes, development of new and enhanced roles, development of a Mid Wales recruitment campaign.</p>	March 23	<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>Continued support for the Aberystwyth University School of Nursing including the provision of placements in a range of rural community settings across health and social care. Support the development of links between the South Gwynedd, North Ceredigion and North Powys clusters to explore what areas of good work can be rolled out across Mid Wales.</p>	March 23	<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 2022/23

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 May 2022	Objective 2022/23	Deadline	How success will be measured	Delivery Mechanism
<p>BGH Strategy Implementation Group met on 11/05/22 to review progress. Work to implement the strategy has slipped during COVID-19, but progress has been made against a number of areas. A senior clinician session is being held in July 2022 to restart the strategy post COVID-19 and examine what we have learned from the changes made during the pandemic will influence and enhance the actions set out in the plan. Project management resource is being secured in order to support for the implementation of the strategy.</p> <p>Mid Wales Strategic Commissioning Group established, and first meeting held on 19/05/22. Membership to include lead Mid Wales HB planners, commissioners and clinicians. Second meeting arranged for 04/07/22.</p>	<p>Implementation of the year 2 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>BGH Strategy Implementation Group to be expanded to include BCUHB and PTHB representation.</p> <p>BGH Advisory Group established.</p> <p>Mid Wales Regional Commissioning Group established to discuss commissioning, intentions and strategies for Mid Wales.</p>	<p>March 23</p> <p>June 2022</p> <p>July 2022</p> <p>May 2022</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>BGH Strategy Implementation Steering Group</p> <p>Mid Wales BGH Advisory Board</p> <p>Mid Wales Regional Commissioning Group</p>

Mid Wales Joint Committee - Priorities and Delivery Plan 2022/23

Top Three Priority Clinical pathways

A number of discussions have been had during meetings of the Mid Wales Clinical Advisory Group regarding the agreement of discrete pathways to work together on. At its meeting on 31/03/22, the group agreed that its top three clinical priorities would be as follows:

1. Urology
2. Palliative Care
3. Rheumatology

It was agreed that these priorities would be looked at in a scheduled way with Urology being first; the focus will be the development of a programme of renewal for Urology pathways across Mid Wales.

A summary of the approach that is to be taken is as follows:

- a) Individual engagement with providers of services in Mid Wales
 - Clinical
 - GP Cluster Leads
 - Consultants
 - Managerial leads
 - Patients
- b) Clinical Workshop to ascertain what the current pathways look like.
- c) Scope out programme of work.
- d) Decide on the pathway to be approached first.
- e) Engagement with Commissioners of services in Mid Wales.

At its meeting on 25th April 2022, the Mid Wales Planning and Delivery Group agreed the MWCAG's recommended top 3 clinical priorities together with the approach to be taken. The group have asked that the scope for the top priority, Urology, be clarified by the Mid Wales Joint Committee meeting arranged for 25th June 2022.

A Urology workshop was arranged for 23rd June 2022 to commence the development programme of renewal for Mid Wales Urology pathways. However, due to issues being encountered in engagement with the Hywel Dda UHB Urology team this workshop was cancelled and is to be rearranged.