



Multi-Agency Wellbeing Campus - Early concept drawings of what the campus could look like in Newtown (by Hughes Architects)

The North Powys Wellbeing Programme

Briefing Pack

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1. Introduction

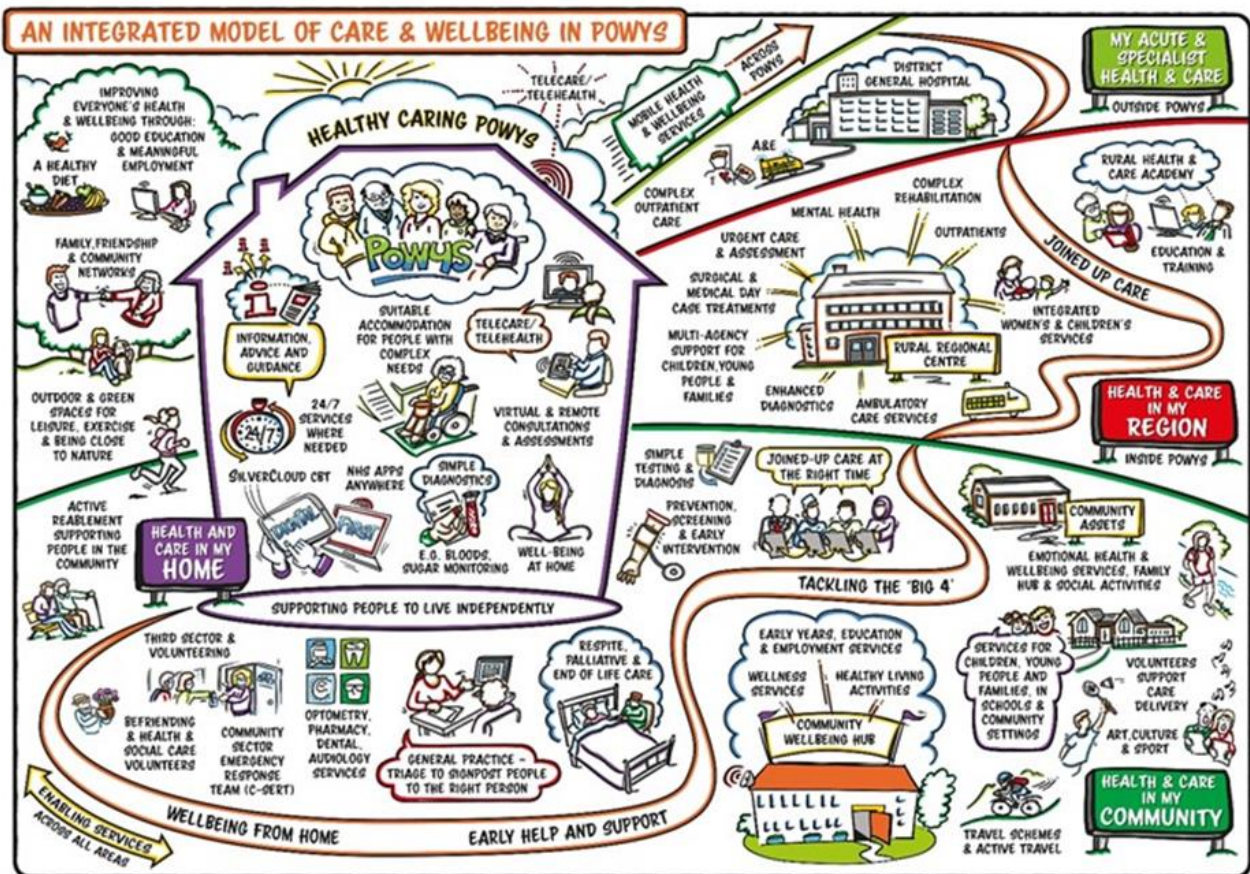
The North Powys Wellbeing Programme was established in May 2019 by the Powys Regional Partnership Board as a partnership between Powys Teaching Health Board and Powys County Council with support from the voluntary sector. To date the PRPB has received £4.3m from the Welsh Government to invest in new ways of delivering health and social care services in north Powys and supporting the multi-agency wellbeing campus development.

The programme is a once in a generation opportunity to improve health and wellbeing across North Powys. It aims to focus on wellbeing; promote early help and support by being able to provide technology that helps you live at home; tackle the biggest causes of ill health and poor wellbeing; and ensure joined up care involving neighbourhood teams and communities working together, ensuring a more seamless service when it's needed.

There are many opportunities this exciting Programme brings, with its focus on population health; prevention, reducing health inequalities, integration of primary care, timely access to care and mental health services.

2. New Integrated Model of Care and Wellbeing

Early work carried out by the programme team led to the development of the Integrated Model of Care and Wellbeing in Powys which sets out a strategic direction for the programme and was developed through strong community engagement prior to the Covid-19 pandemic. This document, alongside other information can be found on the programme’s website at <http://www.powyswellbeing.wales/>



The new integrated model of care and wellbeing will enable primary care services to work more closely with community and acute services, as well as pharmacy, education, housing, social care, third sector to address population health needs in north Powys. The new integrated model particularly looks at new ways of working and services under these themes:

- Focus on Wellbeing;
- Full integrated joined up care;
- Early Help and Support;
- Tackling the Big Four (Circulatory Diseases, Cancer, Mental Health and Respiratory Diseases).

The local and national policy drivers that impact on PRPB and the Case for Change (in North Powys) identified the need for a Multi-Agency Wellbeing service offering in the heart of Newtown. This would underpin successful service transformation and act as an enabler for increased focus on wellbeing, collaboration, and integration of services, enhancing and transforming the way health and care services are delivered to the population of north Powys.

Current services are disparate and delivered from buildings and facilities which are no longer fit for purpose, which act as a barrier to delivering effective integrated health and care to our population. Relocation of existing services in Newtown and providing additional services on a single site would support development of new models of care, enable an enhanced service offer and support statutory and third sector health, care and wellbeing services to operate in a more joined-up way; reducing the burden of increasing demand on statutory services whilst delivering better outcomes to our residents.

There are significant opportunities for providing an enhanced offer in Newtown through repatriation of services from acute sites (where safe and appropriate to do so). This would include diagnostics, outpatients (across a number of specialties), surgical and medical day cases, urgent care, and inpatients (step-up and level 2 rehabilitation beds); reducing the burden on the neighbouring acute hospitals. New ways of working will be key – such as digital first, partnership working and agile workforce models which enable us to work more closely with the consultants and other specialists through an MDT approach to provide advice and guidance to clinicians to treat people more locally.

Additional to relocation and development of new services, there would also be opportunities for co-location and integration that are difficult to achieve with the current estate and the disparate configuration of services in the Newtown area.

These plans build upon and complement the development of a Health and Care Academy in the south of the county – at Bronllys Hospital, and will complement developments of other hospitals in Powys; for example, the Health Board is currently developing a new £15m Integrated Health and Care Centre in Machynlleth's Bro Ddyfi Community Hospital.

The Machynlleth works addresses essential estate compliance and fabric issues alongside clinical reconfiguration/refurbishment of the area to support the Health Board's plans to integrate primary care services onto the site and establish the hospital as an Integrated Health and Care Centre for the local community. The facility will also provide a base for health, local authority and third sector teams, encouraging improved integration and efficiency and create a community 'hub' to improve access to health and social care, wellbeing, prevention, and health promotion facilities.

3. Multi-Agency Wellbeing Campus in Newtown

The proposed Multi-Agency Wellbeing Campus in the heart of Newtown, will enable service transformation and integration of services, enhancing and transforming the way services are delivered to the population of north Powys.



The programme team is currently developing plans for the Newtown campus on a 45,904 sqm site in the centre of Newtown. This is designed to bring together the following services on the site:

- Replacement primary school buildings for Ysgol Calon y Dderwen
- Rural Regional Diagnostics and Treatment Centre
- Integrated Health and Care Centre including integrated children's, mental health, community, and social care services.
- Learning, Innovation and Community Hub to include Library and Rural Health and Care Academy and community wellbeing spaces with links to leisure, outdoor activities, arts and cultural activities.
- Accommodation for short term housing (transition for children out of care, step down care, homelessness) and potentially student living e.g. for locum staff and students attending the academy

The location for the proposed campus was identified in 2019 following an extensive site appraisal and shortlisting process which looked at a number of potential sites in and around the town. Opportunities for regeneration of the town and the opportunities to reduce the carbon footprint of services are woven into the planning – both in construction and in future operation.

The Programme Business Case (PBC) for this campus was submitted to Welsh Government in November 2020. If approved our Strategic Outline Case (SOC) will be submitted this Spring.

Nationally, this scheme aligns with the key principles of The Well-being of Future Generations (Wales) Act 2015 and The Environment (Wales) Act 2016, with particular reference to the National Climate Change Emergency and how the proposed works will contribute to carbon reduction, especially in relation to the ambition set out by Welsh Government in becoming a Net Zero Carbon Public Sector by 2030, as advocated within the 'Prosperity for All: A Low Carbon Wales 2019'.

The other key national drivers for this project are:

- Welsh Government: Programme for Government (2021-2026)
- A Healthier Wales: Our Plan for Health and Social Care (2019)
- Prudent Health Care (2015)
- The Social Services and Wellbeing Act (2014)
- National Development Framework 2020-2040

- National Clinical Framework: A Learning Health and Care System 2021
- Primary Care Model for Wales 2019
- The Environment (Wales) Act 2016
- NHS Decarbonisation Strategic Delivery Plan 2020/2030
- The Public Health (Wales) Bill (November 2016)
- Taking Wales Forward (2016-2017)
- Prosperity for All: A Low Carbon Wales, 2019
- Prosperity for All: The National Strategy (Wales) 2017
- The Housing (Wales) Act 2014
- Additional Welsh Guidance.

The school development is in line with the 21st Century Schools and Education Programme, operated by Welsh Government, and forms an integrated part of a campus. It is being funded separately and will proceed ahead of the health and care development, it is anticipated that the school would be ready to open in 2025 whereas the wider campus aims to be ready (subject to funding provision) in 2026.

As the campus will be bringing together a range of services (from different organisations) we have agreed partnership principles for how the build and site will operate and have in place a Memorandum of Understanding between the Council and the Health Board.

Demand, Capacity and Financial modelling work is underway and has underpinned the Strategic Outline Case. Further work will be undertaken during the next stage. This work has looked at what services are currently available locally now, future demand and the type of services which could be provided locally in the future based on evidence base and new models of care.

The team has also commissioned Newtown based architects 'Hughes Architects' to develop proof of concept drawings (images shared below) to identify how services could be developed on the site. These are by no means final plans but are designed to show how the site could work.



How the site could be laid out (looking north across the site).



Option 2 - Two Storey School Design



Further feasibility studies are being carried out and will determine where the school is located on the site.



Inspiration for the plans.

Public Realm with Seating Areas



Green space will be an important part of the campus development to support with emotional health and wellbeing – we are working closely with other wellbeing providers including Open Newtown to ensure alignment of plans.

The campus will see services move from the existing health buildings in Newtown, including the town's hospital (Montgomeryshire County Infirmary). Like all of Powys' community hospitals Newtown's pre-dates the creation of the NHS. It is a much-loved facility but has no room for further expansion and does not lend itself to 21st Century health and social care provision.

Health services delivered currently at Ynys y Plant, Bro Hafren, Park Street Clinic and the Old College will also move to the new campus.

4. The campus 'Offer'

The Integrated Model of Care and Wellbeing is based on the National Discharge to Recover and Assess and Home First model of care. This would aim for optimised care pathways and rapid discharge from secondary care for recovery/reablement and assessment. Our model aims for as short as possible acute length of stay with no 'warehousing' where patients would decondition and subsequently require a higher level of care on discharge.

Early modelling is indicating that there is currently a need to strengthen preventative services (to support admission avoidance or early discharge) and there is an over provision of bedded rehabilitation services. The modelling is indicating opportunities to work differently, reduce length of stay resulting in in-patient provision in Newtown for Step Up/Step Down, End of Life care and specialist Stroke and Neuro rehabilitation.

There has been extensive learning from COVID which has been utilised and informed the modelling work. The Richards Report and OECD benchmark, along with some initial assumptions around repatriation indicate there will be sufficient demand in future for a range of diagnostic imaging services to be based at the campus in Newtown including CT and MRI scanner provision which would be a huge boost to our diagnostic offer within Powys, supporting the prevention and early diagnosis agenda. This will be in addition to enhanced X-ray and Ultrasound facilities.



Using the BADS British Association of Directory of Surgical Procedures and the Directory of Ambulatory Care Procedures, with some from clinical colleagues we have made some assumptions around future demand and provision for planned and urgent care services. This has identified that potentially we could provide the majority of high-volume specialities in the new campus – assuming 50-90% repatriation across specialities for elective day surgery, pre-op assessment, and outpatient consultations. Projected demand translates to spatial requirements of an operating theatre, enhanced procedure room and endoscopy room. There is also potential to provide urgent ambulatory care services on site reducing activity into acute hospitals which will help relieve pressure on neighbouring DGH A&E departments. There is significant further work to be undertaken to confirm clinical and financial viability, workforce and commissioning arrangements before plans can be confirmed.

Our aspirations: the following services that are **currently provided** within the Newtown area and could be **relocated and integrated through new models of care** (and in some cases expanded) on the campus include:

- **Diagnostics (Imaging)**, such as plain film X-Ray and Ultrasound;
- **Outpatient Services**, such as Paediatrics, Specialist Nursing, Gynaecology and Sexual Health, General Surgery and General Medicine and Antenatal;
- **GP Out of Hours** services;
- **Inpatients**, such as Step down (D2RA pathway 3) beds, palliative care beds,
- **Integrated Community Model**, such as community nursing, adult social care, reablement, domiciliary care, social care, Older People's teams, district and specialist nursing;
- **Mental Health**, such as CAMHS, adult learning disabilities services, Community Mental Health Team, OP Team, Dementia home treatment, crisis resolution, local primary MH support, psychology, Memory assessment services and substance misuse services;
- **Children's Services (Social Care)**, such as fostering, adoption, care leavers, children with disabilities services, Early Help, youth justice service, children's locality teams, Newtown Integrated Family Centre and the 'Front Door' (contact service);
- **Children's Services (Health)** such as community paediatric nursing, health visiting, school nursing, safeguarding, children with learning disabilities services, therapies, portage, parenting classes and paediatric ophthalmology;
- **Women & Sexual Health Services** such as antenatal care, a birthing centre, family planning, contraception, cystoscopies, biopsies, pessary, STI test and post and home termination service;
- **Primary Care** such as GPs, dental services, optometry and pharmacy;
- **Social model for health**, such as third sector services and the library;
- **Therapies**, such as physiotherapy, OT, speech and language, nutrition and dietetics, the neuro service, orthotics, podiatry, audiology, pulmonary rehabilitation and physiology;
- **Homelessness services** such as triage and critical time intervention support.

Our aspirations: the following services which are **not currently provided** within the Newtown area **could be introduced to the town's Multi-Agency Wellbeing campus**, bringing more care closer to home for residents, include:

- **Diagnostics (Cardiac services)** such as Echocardiography ECG and rhythm monitoring;
- **Diagnostics - Respiratory Services**, such as Spirometry and Lung function tests;
- **Diagnostics (Imaging)** such as CT and MRI;
- **Diagnostics (Pathology / Point of Care Testing)** such as phlebotomy and point of care testing;
- **Diagnostics (Endoscopy)** including an endoscopy suite;
- **Outpatients** such as ophthalmology, ENT, dermatology, orthopaedics, neurology, urology, mental health, breast clinic, vascular, oral maxillary facial, cardiology, endocrinology, gastroenterology, cancer, respiratory, stroke and care of the elderly services;
- **Day cases (Surgical)** such as surgical day case and pre-operative assessment;
- **Day Cases (Medical)** such as IV therapies, blood transfusion and chemotherapy
- **Urgent Care**
- **Inpatients** such as short stay assessment beds, Step Up beds, level 2 rehabilitation beds,
- **Integrated Community Model** such as Home Support model;
- **Intensive Rehabilitation services**
- **Mental health** such as an integrated autism service, perinatal mental health and an eating disorder service;
- **Women's & Sexual Health Services** such as early pregnancy care;
- **Therapies** such as prehabilitation;
- **Homelessness** 24 hour supported accommodation;
- **A Health and Care Academy** Offering practical, academic and digital learning opportunities to north Powys people.

5. Acceleration for Change projects

While the programme is developing the Newtown campus plans it is also supporting new models of care and new ways of working through accelerated projects which reflect the aspirations set out in the Integrated Model of Care and Wellbeing and support its ambitions for transformation.



Welsh Government Transformation funding has supported the following schemes:

- Powys Together – establishment of teams in Newtown, Welshpool, Llanidloes and Machynlleth that support families, children and young people through a range of activities to develop their sense of wellbeing.
- Digital Facilitators – Staff appointed to provide support to patients and staff to help them adapt to new ways work working required to support virtual medical consultations and other Technology Enabled Care. A partnership with the council’s library service has also been established to offer equipment loan to support this.
- Repatriation of Children Looked After – development of new supported lodgings to bring children receiving care outside the county back to Powys.
- Community Training Platform to support online learning, self-help, and online groups via the Powys Living Well Service.
- Bach a lach (Small and Healthy). Working with Public Health Wales and Schools to deliver health promotion training and support to teachers and nursery staff for them to cascade to children to develop their emotional health and wellbeing skills.

- Ophthalmology – Investment in development of local services through appointment of an Ophthalmic Healthcare Scientist, an Eyecare Nurse and an Optometrist to provide more local scanning and Ophthalmology services in north Powys.
- Respiratory MDT – Investment in development of local respiratory services to support expansion of the MDT for north west & mid Powys, drive through spirometry and local sleep apnoea. Enabling people to be treated and supported within Powys, reducing the number of patients referred for treatment out of county.

6. Governance

Under the sovereign bodies of Powys County Council (PCC) and Powys Teaching Health Board (PTHB), the governance arrangements for the programme are delivered under the PRPB via the Cross-Cutting Resource Overview Group (CCROG).

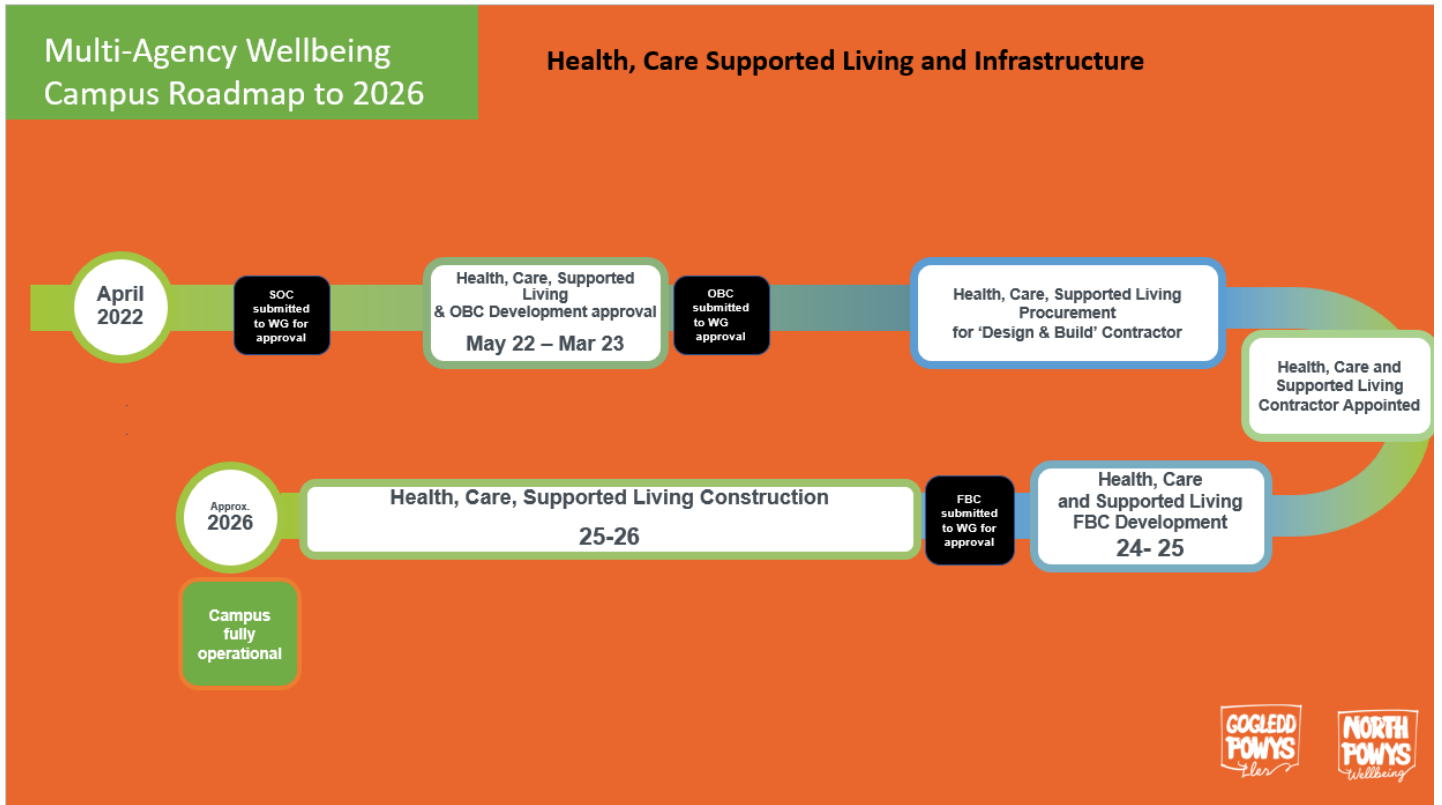
The responsibility for delivery of the programme has been delegated to a Programme Board which is jointly chaired by the Sponsors Powys Teaching Health Board (PTHB) Chief Executive Officer and Powys County Councils (PCC) Chief Executive Officer. The Programme Board report progress quarterly to the North Powys Sponsor Oversight Group which is attended by Cabinet and Independent Members. The Senior Responsible Officers for the programme are the Executive Director People & Organisational Development (PCC) and Deputy Chief Executive and Director of Planning and Performance (PTHB). The programme is supported by a dedicated team, who are based at Ladywell House in Newtown.

The Programme Board are responsible for delivering the goal of the North Powys Wellbeing Programme is:

“To test and deliver a new integrated model in North Powys in line with the Joint Health and Care Strategy, and to support effective learning and transfer across Powys.”

The programme is independently evaluated as part of the national requirements of the Transformation Fund.

7. Timeline



For further information, the North Powys Wellbeing Programme Team can be contacted at PowysWellbeing.North@wales.nhs.uk

or at

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www.powyswellbeing.wales

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