

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:	25 th May 2021		
Eitem ar yr Agenda: Title of Report:	Mid Wales Joint Committee's Priorities and Delivery Plan 2021/22 – Update report including the report from the Lead Chief Executive		
Arweinydd: Lead:	Steve Moore, Chief Executive Hywel Dda University Health Board and Lead Chief Executive 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 from the Lead Chief Executive.	Ar gyfer cytundeb For Agreement	✓
		Ar gyfer trafodaeth For Discussion	
		Ar gyfer gwybodaeth For Information	

Crynodeb / Summary

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.

- **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.
- **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.
- **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 MWJC's partner organisations.

Priorities 2020/21

The Covid-19 pandemic impacted on the delivery of the MWJC's priorities and delivery plan for 2020/21. This was due to the postponement of related services resulting in minimal progress and priority leads/services having to focus their time on responding to the pandemic. However, for some priorities the delivery was expedited, for example, Telemedicine. A summary update of the status of the MWJC's priorities for 2020/21 can be found at Appendix A.

Priorities 2021/22

The Mid Wales Planning and Delivery Executive Group (MWPDEG) met on 26th April 2021 to discuss the proposed priorities and delivery plan for 2021/22. Due to the Covid-19 pandemic the MWPDEG had not met since September 2020, however, during this time work had been undertaken on the development of the proposed priorities for 2021/22 with the following key groups:

- Mid Wales Planning virtual workshop held on 24th November 2020 which was attended by planning representatives of the Joint Committee's health and social care organisations from the Mid Wales area. During this session the priorities and delivery plan for 2020/21 were reviewed together with the key actions from the latest versions of the organisational Covid-19 recovery plans.
- Mid Wales Clinical Advisory Group (MWCAG) meetings on 2nd March which focused on agreeing the clinical advice for the MWJC's future programme and agreeing a recommended set of clinical priorities for 2021/22. A subsequent meeting of MWCAG on 4th May 2021 also agreed some further clinical areas for focus.

A summary of the outputs of the discussions at both the Mid Wales Planning workshop and the MWCAG is detailed below:

Mid Wales Planning workshop

- Social and Green Solutions for Health - Rural Health and Care Wales to be asked to look at what the impacts and outputs are in order to inform a review of its focus.
- Ophthalmology - Focus to be revised to a regional approach to recovery against access times.
- Community Dental Service - Focus to be revised to ensure recovery plans provide equity of baseline services across Mid Wales.
- Cancer - Mid Wales Cancer Group to be asked to review baseline data for waiting times and develop solutions to issues across Mid Wales.
- Welsh Community Care Information System (WCCIS) and Telemedicine - To be incorporated within a new overarching 'Digital' priority.
- Respiratory - To be led by a regional group rather than through the Powys Teaching Health Board Breathe Well Programme.
- Integrated care hubs Workforce plan for Mid Wales - To be incorporated within a new 'Cross Border Workforce Solutions' priority.
- Clinical Strategy for Hospital Based Care and Treatment - To also ensure consideration of possible regional solutions.
- Clinical networks - To be led by Mid Wales Clinical Advisory Group and not be a specific priority.
- Colorectal Surgical Pathway - To be included and delivered within the Clinical Strategy for Hospital Based Care and Treatment priority
- Engagement and Involvement - To be an enabler for all of the Mid Wales Joint Committee's priorities and not a specific priority.
- Rehabilitation - To be a new priority for 2021/22.

Mid Wales Clinical Advisory Group

- Ophthalmology - Focus needed on a regional approach to recovery plans for Ophthalmology.
- Cancer - Focus needed on a regional approach to recovery plans for Cancer and Chemotherapy Outreach
- Clinical Strategy for Hospital Based Care and Treatment – There was a need to ensure that the full range of services available at BGH were used.
- Urology – Due to the lack of service provision across Mid Wales this was recommended as a new priority for 2021/22
- Workforce - In particular cross border /Joint workforce solutions

The group also agreed that a focus was needed on a regional approach to recovery plans for Trauma & Orthopaedics and General Surgery and utilising facilities in the Community.

Feedback from these meetings together with feedback from the MWPDEG have been used to inform the proposed MWJC priorities for 2021/22. An early summary version of the Joint Committee's priorities was provided to Health Boards for inclusion in their 2021/22 Annual Plan submissions to the Welsh Government in March 2021. Health Boards received generic feedback on their plans at the end of April 2021 with one of the key points made that the identification of new regional solutions was essential to deliver equity of access to services. As such this feedback will need to be considered to further inform the MWJC's delivery plan.

Attached at Appendix A is the detailed delivery plan for the MWJC's priorities for 2021/22 which in summary are as follows:

- Social and Green Solutions for Health
- Ophthalmology
- Community Dental Services
- Cancer and Chemotherapy Outreach
- Digital
- Respiratory
- Rehabilitation
- Urology
- Cross Border Workforce solutions
- Clinical Strategy for Hospital Based Care and Treatment

The MWJC will support health and care organisations in developing a regional approach to Covid-19 recovery plans and waiting lists for the Mid Wales Health Boards, namely BCUHB, HDdUHB and PTHB, in collaboration with cross border organisations in particular Shrewsbury and Telford NHS Trust and Wye Valley NHS Trust. The plan will also be aligned to the work being developed by the Delivering Value in Rural Wales group as part of the Value Based Healthcare approach to ensure there is merit in ensuring that value, cost/outcomes measurement is at the centre of how resources are allocated and utilised in rural Wales.

Argymhelliad / Recommendation

For agreement/discussion - The MWJC are asked to discuss and agree the proposed MWJC priorities and delivery plan for 2021/22.

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 March 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
<p>The previous priority lead was unable to progress this priority during 2020/21 due to them having to focus their time on planning for and responding to the covid-19 pandemic. However, there were various funding streams in place to employ Community Connectors across Mid Wales and as such GP practices have been able to offer green health opportunities to patients. Evaluation of these services was due to take place at the end of 2020/21 in order to inform future arrangements including funding over the long term.</p> <p>A review of the impacts and outputs of the social and green health initiatives will now be undertaken by RHCW in order to review the focus of this priority from a Mid Wales perspective.</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>Jul 21</p> <p>Sept 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 March 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
<p>Due to the Covid-19 pandemic, Ophthalmology service provision was restricted to urgent clinics and casualties. Clinics were relocated to allow for physical and social distancing. Health Boards across Mid Wales are now in the process of implementing recovery plans for Ophthalmology services. Meetings of the Mid Wales Ophthalmology group re-commenced in December 2020 and work is in progress on reviewing Ophthalmology data for Mid Wales in order to inform the development of a regional approach to recovery against access times.</p> <p>Two recruitment rounds for the Joint Clinical Lead for Eye Care services / Consultant Ophthalmologist for Mid Wales were undertaken during 2020/21. One applicant was shortlisted as a suitable candidate for the post in the second round, however, they withdrew prior to the AAC and Stakeholder panel sessions planned for 12th February 2021. The Mid Wales Ophthalmology data will also be used to ascertain whether a review of this role is required before considering going out to recruitment for a third time.</p> <p>The three Mid Wales Health Boards are re-commencing their work on exploring the available options for addressing the gaps in Optometry service provision across the South Meirionnydd area.</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>Jul 21</p> <p>Sept 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>	Mid Wales Ophthalmology Group

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 March 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
Due to reduced patient flow and challenges presented by covid-19, the endodontic service and maxillofacial service was not in a position to progress the objectives for this priority in 2020/21. As such it was agreed to pause this priority for the year and to undertake a review in early 2021/22 on the current status of Covid-19 recovery plans for dental services across Mid Wales in order to review the objectives/actions and decide the most appropriate timescale for the re-introduction of this priority.	Review existing community dental service provision and current waiting lists for Mid Wales and identify opportunities for a regional approach to recovery plans.	July 21	<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 2021/22

Priority:	Cancer and Chemotherapy Outreach				
Overall Goal:	Improved access to community based oncology services, along with the repatriation of work back to Mid Wales as appropriate.				
Lead:	Hywel Dda University Health Board - Gina Beard, Lead Cancer Nurse Hywel Dda University Health Board / Mid Wales Joint Committee - Peter Skitt, County Director Ceredigion and MWJC Programme Director				
Position March 2021		Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
Due to service pressures meetings of the Mid Wales Cancer group arranged during 2020/21 were cancelled. Work is in progress for the group to meet as soon as possible to review current baseline data for waiting times and develop solutions for current issues as well as identifying opportunities for increasing provision across Mid Wales community sites together with the development of a plan for a Mid Wales approach to chemotherapy services in the community.		Review current baseline data for waiting times in order to: i) Develop solutions for current issues and identify opportunities for increasing provision across Mid Wales community sites together ii) Develop a plan for a Mid Wales approach to chemotherapy services in the community.	Aug 21 Oct 21	Reduction in referrals to out of area services. Reduced travelling time / distance travelled for residents of Mid Wales. Increase in the number of patients treated through the Bronglais General Hospital service. Reduction in the number of patients travelling to SaTH and beyond for chemotherapy services. Patient satisfaction surveys.	Mid Wales Cancer Group

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

Priority:	Digital				
Overall Goal:	Innovative use of digital technology for services across Mid Wales				
Lead:	Hywel Dda University Health Board - Hazel Davies, General Manager – Bronglais General Hospital				
Position March 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism	
<p>For 2021/22 the WCCIS and Telemedicine priorities have been encompassed into the Digital priority.</p> <p>As at March 2021 WCCIS had been fully deployed within those Local Authorities covering the Mid Wales area. Work continues on the full deployment of WCCIS across health organisations and work is on-going on the deployment in Gwynedd (Betsi Cadwaladr University Health Board) for which there is no confirmed timescale. The NHS Wales Informatics Service (NWIS) have been tasked with developing a plan around the requirements to allow information sharing abilities for all Welsh organisations utilising WCCIS.</p> <p>For Telemedicine introduction of the use of digital platforms was successfully implemented at pace during 2020/21. A review has been undertaken of the digital platforms introduced for clinical pathways since the start of the pandemic which will be used to inform the development of a clinically agreed plan for future digital developments for Mid Wales.</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 strategic commissioning group.</p>	<p>Sept 21</p> <p>Dec 21</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>To be confirmed</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 March 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism	
The Powys Teaching Health Board led Breathe Well Programme group meetings resumed in September 2020 to check progress during the covid-19 period against the previously agreed Breathe Well Model of Care in order to inform the next steps. In quarters 3 and 4, the Breathe Well Programme was planning to take forward these actions, including the development of a business case to seek Transformation Funding to fast track supporting respiratory diagnostics (spirometry and adult sleep apnoea) and piloting the successful MDT approach from North East Powys in Mid & North West Powys. For 2021/22 this priority will be led at a regional level.	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 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 March 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
New priority	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.	Dec 21	Reduction in patients being treated out of area. Reduced travelling times for patients and their relatives. Increased public satisfaction with the facilities available across Mid Wales.	To be confirmed

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

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 March 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
New priority	Develop and agree a service model for Urology services at General Hospital with outreach services across Mid Wales.	Jul 21	Reduction in referrals to out of area secondary care services.	To be confirmed
	Implement the Urology service model: a) Phase 1 - Reintroduction of urology services at Bronglais General Hospital.	Jul 21	Improved Referral to Treatment waiting time position.	
	b) Phase 2 - Establishment of outreach services across the Care Hubs in Mid Wales.	Oct 21	Reduced travelling times for patients.	
			Increased utilisation of services at Bronglais General Hospital.	
			Increase in the number of outreach services across the Care Hubs in Mid Wales.	
			Increase in the commissioning numbers for HDdUHB BGH Urology services from neighbouring Health Boards via the commissioning process.	

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 March 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism	
For 2020/21 workforce teams were required to focus their time on planning for and responding to the workforce planning requirements in response to the covid-19 pandemic. However, continued support was provided to the proposed establishment of a nurse training centre in Aberystwyth which if successful in the Health Education and Improvement Wales (HEIW) bidding process will receive its first intake of students in September 2022.	Develop solutions to establish cross border workforce arrangements across Mid Wales including joint induction and training programmes.	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	
	Provide continued support to the establishment of a nurse training centre in Aberystwyth which if successful with include placements in a range of rural community settings across Mid Wales.	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 March 2021	Objective 2021/22	Deadline	How success will be measured	Delivery Mechanism
The implementation programme for the Bronglais General Hospital Clinical Strategy in November 2019 was delayed due to the Covid-19 pandemic. The revised implementation plan for the Bronglais General Hospital Clinical Strategy is now under development and following agreement the key delivery groups for the implementation of the strategy will be established in readiness for the commencement of full implementation in 2021/22.	<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>	Implementation Group Public Advisory Board Commissioning Sub group

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

Update on Priorities for 2020/21 as at March 2021 which have been removed

Integrated care hubs

The Covid-19 pandemic did initially result in a delay in the progress of the development of three MWJC priority Integrated Health and Care projects. However, work recommenced mid-year with progress as follows:

- a) Bro Ddyfi Integrated Health and Care project: The Full Business Case was submitted in early October 2020 and, subject to approval by the Welsh Government, works are due to commence later in spring 2021.
- b) North Powys Wellbeing programme: The Programme Business Case was finalised for submission to the Welsh Government.
- c) Aberystwyth Wellness Centre: Work has continued on the development of the Programme Business Case.

Clinical networks

Meetings of the Mid Wales Clinical Advisory Group have resumed in order to ensure continuation of the establishment of clinical networks across Mid Wales and also cross border. The clinical network workshops to support the North Powys Wellbeing Programme were re-established with sessions held on 30th November 2020 for Medical, Surgical, Paediatrics and Rehabilitation pathways. At the request of organisational representatives a further Paediatrics workshop has been arranged for Tuesday 27th April 2021 to look at existing pathways and identified gaps in service across Mid Wales as well as agree actions required to develop clinical pathways and networks across Mid Wales. Whilst these workshops were originally established to support the North Powys Wellbeing programme the long-term vision is that these will evolve into clinical pathway groups for Mid Wales.

Colorectal Surgical Pathway

The newly appointed consultant colorectal surgeon commenced at the Bronglais General Hospital site in early 2021 and the colorectal surgical pathway had re-commenced. The development of an agreed service model for the colorectal surgical pathway for Bronglais General Hospital with outreach services across Mid Wales will be undertaken within the 'Clinical Strategy for Hospital Based Care and Treatment' priority.

Public and Patient Engagement and Involvement

Due to the Covid-19 pandemic the proposed 202/21 plan for engagement and involvement work was put on hold. However, the Joint Committee's social media sites have been used to continue to share key information with the public during the Covid-19 pandemic with feedback relayed back to relevant personnel and actioned, where necessary.

The Mid Wales Public and Patient Engagement and Involvement Steering Group has continued to meet during 2020/21 to share updates on engagement and involvement work undertaken. Organisations across Mid Wales have separately undertaken some valuable engagement across the region for which the outputs will be reviewed to identify any key emerging themes in relation to service provision across Mid Wales