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Bwrdd Iechyd Prifysgol
Aneurin Bevan
University Health Board

Dyfodol  Clinigol
Clinical Futures

Gofalu amdanoch chi a'ch dyfodol
Caring for you and your future

INTEGRATED THREE YEAR PLAN 2019/20 – 2021/22 SUMMARY PLAN



CONTENTS

Welcome: page 3

Our Vision and Values: page 4

Our Strategy: page 5

Our Ways of Working: page 6

Achievements during 2018/19: page 7

Our Plan: page 8

Reducing Health Inequalities & Improving Population Health: page 9

Delivering and Integrated System of Health, Care and Well-being: Page 9

Improvement in Performance; Page 10

Ensuring Sustainable Services : page 10

Our Priorities: page 11

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Welcome

(From the Chair and Chief Executive)

This document summarises our plan for the next three years April 2019 – March 2022. It is a statement of our ambition to improve the health and wellbeing of the population we service and to work with our partners to shift the centre of gravity away from institutions hospitals by providing most care closer to home.

This ambition is driven by a commitment to working together, engaging with patients, communities, staff, partner organisations and Welsh Government to become a Value Based Health Care System. As a Health Board we strive for excellence in all that we do and actively encourage a culture of support, respect, integrity and teamwork. We believe in putting people first, supporting individuals to lead and manage their own care. We believe that modernising the way we organise and deliver care is essential to improving outcomes, patient experience, and delivering value.

We are facing an exciting and ambitious phase of our Clinical Futures Strategy that will culminate in the opening of “The Grange University Hospital” in 2021, and the transition to a robust hospital network across the Health Board. We continue to support citizens to make informed choices that prevent avoidable disease; to reduce health inequalities, and to build sustainable foundations for integrated health and social care system.

Each year we are required by Welsh Government to update our three year plan setting out how we will strengthen, modernise and develop services that better meet the needs of the communities we serve within the monies allocated to us by Welsh Government. Our first plan was published in June 2016, the fundamentals of our plan has remained constant over the past five years. We believe in what we are striving to achieve, working with partners to give citizens access to community based health and care services that keep them healthy and out of hospital, and when they need hospital care, getting them home sooner because there is more support near to where they live.

Our plan has been strengthened to reflect the new opportunities created by “A Healthier Wales” (Welsh Government’s Plan for Health and Social Care), we are working across public sector organisations to establish new integrated services that will make a real difference to our citizens.

As you read through this document we hope you will gain an understanding of the work that has been undertaken; the progress we have made and the issues we will be focusing on over the next three years.



Ann Lloyd CBE
Chair



Judith Paget
CEO

Our Vision and Values

About us at a glance...

we serve

639,000 people, 21%
total Welsh population



across a large and varied geographical area



with a budget of



last year our 14,000 staff



provided citizens with around...

- 3 million GP consultations
- 549,000 district nurse contacts
- 49,013 contacts with children (≥17yrs)
- 5,770 babies delivered (96 at home)
- 108,001 mental health contacts
- 55,000 operations
- 126,248 ED contacts

As a Health Board our vision is to work with our communities for a healthier future, to care for patients when they need us and for our staff and services to strive for excellence in all that we do. Four core values guide the approach we take to work and our interactions with others.

We believe in putting people first, staff taking personal responsibility to safeguard patients, fostering a strong passion for improvement in delivery of services, and making sure that promoting pride in service delivery promotes improvements in patient experience.



We will achieve our vision through recruiting and retaining staff who share our values, and empower them to deliver the very best care. Together with our public sector partners we will continuously improve our services to deliver seamless efficient patient care driven by innovation and change. We will be open and transparent and actively seek views and feedback from local people about how we can do better.

Our values and plans have always had a strong focus on delivering safe and high quality services. We also strive to meet and exceed national targets associated with increasing demands on health services as populations increase and people live longer (making them more likely to need access to health services).

Our Strategy

The publication of “A Healthier Wales” in 2018 saw the beginning of a new phase of planning for future health and social care service provision focussed on health and wellbeing of citizens and on preventing illness. The ambition to create a seamless, integrated system of care designed around communities where people who live in these places are involved in developing long term solutions that help citizens prevent avoidable illness and provide sustainable services for future generations.



This National vision for public services dovetails with the Health Board’s long standing “Clinical Futures Strategy” which was developed and supported through public consultation in 2007. This set us on an ambitious journey to delivering a better balance of care where:

- ✓ A more equal relationship between local people and healthcare professionals with individuals having more control over their conditions and share in decision making on the care that is right for them;
- ✓ Strengthened primary, community and social care services in each of our Neighbourhood Care Network areas, shifting from reactive to proactive care and meeting most care needs outside of traditional hospital settings;
- ✓ For the most part, emergency assessment and treatment services will be delivered on the same day without the need for an overnight stay in hospital;
- ✓ A supporting network of local hospitals provide routine diagnostic and treatment services, and
- ✓ Access to specialist and critical care services for the most critically unwell citizens will be improved by consolidating these services in a new purpose built facility – The Grange University Hospital- which opens in 2021.



Our Way of Working ...

We do this by:

- ❖ Supporting citizens to live healthier lives, being as knowledgeable as possible about their own health, and involved in decisions about the healthcare they receive;
- ❖ Working with families to give every child the best possible start in life, optimising health and wellbeing before birth and throughout the early years of life:
- ❖ Building on our Living Well, Living Longer programme to ensure adults in our most deprived communities identify risks to their health and where necessary to access and benefit from effective care regimes
- ❖ Delivering a model of primary care that brings a range of clinicians into General Practice, such as pharmacists, therapists, nurses with advanced skills, to ensure timely access to care that meets patient needs
- ❖ Designing services in partnership with Local Authorities and the voluntary sector creating an integrated system of health care and wellbeing; built around the needs of people, carers, families and communities.
- ❖ Preparing and planning how we continue to provide safe services in the context of staff shortages and growing restrictions on how junior doctors can be deployed;
- ❖ Testing and developing our Clinical Future service models to ensure they are fit for purpose, fully exploit innovation and maximise benefits and value for our population.



We work closely with our academic partners, embracing clinical and non-clinical research and innovation, embedding service evaluation as part of the way we do things here to ensure the best possible outcomes for our patients and communities.

Throughout the year we were delighted to welcome more volunteers from our communities who play a vital role enhancing patients' experience of care in hospitals, communities and in people's own homes.

Achievements 2018/19

We delivered significant improvements for patients in 2018/19 including:

- ❖ 14,640 health checks for citizens across our 6 most deprived NCN areas. Previously undiagnosed health issues were identified, and interventions put in place for 30% of participating adults.
- ❖ 1,500 citizens were supported by their local pharmacy to stop smoking
- ❖ Reduced waiting times for patients with suspected cancers over 98% of patients with non-urgent suspected cancers were treated within 31 days
- ❖ Over 600 new assessments and 2,200 follow up appointments were conducted in Glaucoma Ophthalmic Diagnostic & Treatment meaning that patients received an earlier assessment and timely follow up
- ❖ Opened the ambulatory care service at the Royal Gwent Hospital providing rapid assessment and same day discharge for patients referred by their GP
- ❖ Expanded Elderly Frail Unit to improve access to comprehensive assessment of health and care needs, avoiding delays and minimising length of time spend in hospital for older citizens
- ❖ Increased capacity by commissioning a mobile operating theatre to do 4 additional major joint procedures each day to reduce waiting times for orthopaedic surgery.

In 2018/19, we set ambitious targets to:-

- ❖ eliminate waits of more than 8 weeks for diagnostics
- ❖ reduce the number of patients waiting more than 36 weeks for planned care
- ❖ increase the proportion of patients treated within 26 weeks for planned care



As a result:

- ✓ Diagnostic waiting times are 8 weeks or less
- ✓ 92% of patients are treated within 26 weeks
- ✓ The best position for over 4 years with a 90% reduction in the number of people waiting 36 weeks
- ✓ Mental Health assessment and treatment targets delivered across the year
- ✓ Every patient waiting for a therapy appointment was seen within 14 weeks

Working in partnership with social services, housing and third sector partners the Gwent Regional Partnership Board has secured additional funding that will be a catalyst, transforming how we keep people healthy and well, strengthen primary care, reform Child and Adolescent Mental Health and through Home First ensure timely discharge from hospital.

Our Plan 2019-2022

We, like all Health Boards across Wales are experiencing increasing demands and new challenges – an ageing population, lifestyle changes, public expectations and new and emerging medical technologies. Treating people in hospitals when they are ill is only a small part of modern health and social care. Our healthcare system needs to adapt to one that is designed and delivered around the needs and preferences of individuals, with a much greater emphasis on keeping people healthy and well.

Our plan sets out an ambitious programme of change over the next three years that will deliver our 10 priorities.

The Structure of our Integrated Medium Term Plan 2019-2022



Quality and patient safety is at the centre of our work and is at the core of our plans. We focus on understanding the outcomes that matter to patients, only doing interventions and treatments that provide value to them. Fundamentally our plan builds on a more equal relationship with patients, carers and citizens. We respect and value the role of the individual to take control of, and responsibility for their physical and mental health and well-being.

To deliver our Service Change Plans we need support services (enablers) that are transformational, delivering integrated solutions and support to ensure that the Health Board is able to fully achieve its ambitions. Our Service Change Plans seek to:-

- Reducing health inequalities and improve the health of our population
- Deliver an integrated system of health, care and wellbeing
- Improve performance of our hospital system
- Ensure services are sustainable now and in the future

Reducing Health Inequalities and Improving Population Health

Ensuring our children and young people have the best possible start in life is central to our plans for a healthier future for our citizens. We recognise that disadvantage starts before birth and accumulates throughout life. Therefore we will:-

- ❖ Support pregnant women to stop smoking
- ❖ Maintain and improve uptake of immunisation and vaccination for infants, children and young people
- ❖ Fully implement the Health Child Wales Programme

Preventing disease through population scale services that improve health and well-being we will:

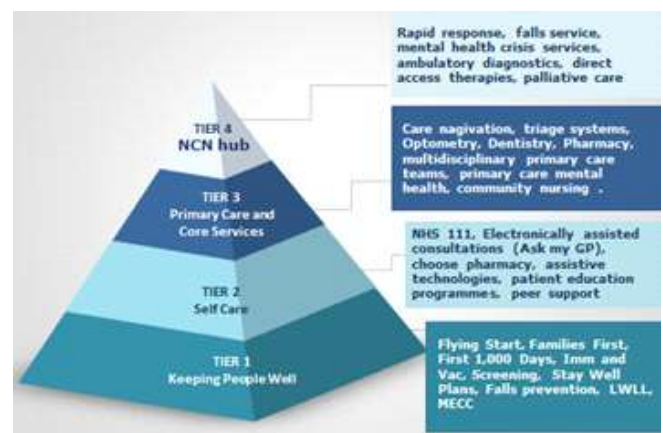
- ❖ Roll out our Living Well Living Longer programme, Health Checks for eligible adults, supported to set personal goals, access help to reduce lifestyle risk factors and appropriate treatment

Together with our partners, supported by Welsh Government transformation funds we will:

- ❖ Develop Integrated Well-being Hubs where citizens are linked with support that addresses the social causes of poor well-being
- ❖ Create a "Well-being Workforce" focused on improving and maintaining a person's well-being
- ❖ Establish a new model of integrated working to build emotional resilience in children and young people. (ICEBERG model)

Delivering an Integrated System of Health, Care and Well-being

Over the next three years we will continue to remodel primary and community care services to reduce complexity and deliver a more integrated, inter-professional way of working across health and social care. Working with partners in social care, housing and the voluntary sector we are building a system that focuses on prevention, self-care, early intervention and improved access for those with a defined care and support need.



We will continue to:

- ❖ Ensure people have the information, technology and skills to know when to care for themselves and their families
- ❖ Develop advanced roles for pharmacists, nurses, social workers and therapists, supporting GPs and improving timely access for patients
- ❖ Develop integrated community teams where health, social care and voluntary sector work together to build and deliver services to meet the needs of local communities
- ❖ Move services closer to home, including community cardiology, enhanced dental and eye care services

Improvement in Performance

We continue to improve performance across the portfolio of services we continually strive to ensure we deliver timely, effective, safe and efficient care that adds value for our citizens. We recognise the Emergency Pathway presents unique challenges across the whole of the health and social care system. Fulfilling our commitment to improve patient experience of our Emergency services requires the effort and actions of many including the public, patients, ambulance, our own staff, social services and the voluntary sector.

Together we will focus on:-

- ❖ Managing demand, making it easier for patients who do not require hospital treatment to access appropriate care. This includes Anticipatory Care Plans, Choose Well, Ask My GP, or Pharmacy First
- ❖ Continuing to improve services for patients who are frail and elderly, including expanding the Emergency Frailty Services at the Royal Gwent and Nevill Hall hospitals.
- ❖ Improving the discharge process, making it easier for patients to go home after a hospital stay



In 2018/19 we focused on reducing the number of patients waiting over 36 weeks from Referral to Treatment (RTT) and achieved waiting times for diagnostic and for therapy services.

This year we plan to maintain delivery of the 26 week RTT standard and drive further improvements.

We are focussing on:-

- ❖ Improving access (waiting times) to elective services and the way we use our theatres
- ❖ Maintaining and improving access to diagnostic services (CT scans, endoscopies) achieving 6 week target by 2020
- ❖ Transforming the way we deliver outpatient services, particularly optimising the role that technology has to play in supporting follow-up



Ensuring Service Sustainability

We will focus on the transition of services that are fragile and present significant sustainability challenges over the next three years in advance of the opening of the Grange University Hospital. Specifically, we are developing transition plans for:

- ❖ Paediatric, obstetric & neonatal care
- ❖ Acute surgical & acute medical services
- ❖ Vascular services
- ❖ Orthopaedic services
- ❖ Ophthalmic services

These plans are developed in collaboration with and are aligned to Regional Plans across South East Wales.

Our key challenge is to ensure that people know when, where and how to access the care that they need. We are working with patients and clinicians to improve the design of our services, putting the patient first, delivering most care closer to home and driving efficiency throughout the system ensuring that it is fit now and for future generations.

Our Priorities

The Health Board has 10 strategic priorities, areas where we want to deliver improvements as quickly as possible and at a scale that really makes a tangible difference for our citizens and our staff.

<p>Priority 1</p>  <p>Positive engagement with, and well being of, our staff</p>	<p>Priority 2</p>  <p>Reduce smoking prevalence in our most deprived areas</p>
<p>Priority 3</p>  <p>Deliver integrated well-being hubs and new primary care workforce</p>	<p>Priority 4</p>  <p>Meet Mental Health complex care needs of people close to home</p>
<p>Priority 5</p> <p>Better (integrated) Mental Health & well-being services for children</p> 	<p>Priority 6</p>  <p>Improve performance across the urgent and emergency care system</p>
<p>Priority 7</p>  <p>Increase efficiency and productivity of planned care to improve access and deliver value</p>	<p>Priority 8</p>  <p>Everything is the Patient Experience</p> <p>Improve services based on active patient involvement & feedback</p>
<p>Priority 9</p>  <p>Finalise transition plans for The Grange University Hospital</p>	<p>Priority 10</p>  <p>Develop a 5 year Cancer Strategy and Plan</p>

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Our Change Ambition

In our area, people are looking after their own health and well-being and that of their families. When they need help, this is readily available at home and in their community and supported through innovative technology.

We work in a modern system that, with partners, delivers the best quality outcomes, utilising best practice in the most appropriate setting. Our service provides truly holistic care from home to home and continuously evolves so it remains leading edge.

Compassionate care is delivered by talented creative teams that we trust and respect to put the needs of our patients at the heart of everything we do.

Our staff tell us they feel empowered, equipped and driven to make a difference to the lives and outcomes of people. Our teams feel listened to, valued and trusted.

We are a dynamic organisation that cares, learns and improves together.



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