CTM BOARD

CTM 2030 Our Health, Our Future

Date of meeting	31/03/2022

FOI Status	Open/Public

If closed please indicate reason	Not Applicable - Public Report

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Presented by	Linda Prosser – Executive Director Strategy and Transformation
Approving Executive Sponsor	Executive Director of Strategy and Transformation

Report purpose	FOR APPROVAL

Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)		
Committee/Group/Individuals	Date	Outcome
Various including board development session, CTM 2030 steering board		SUPPORTED

Appendices	
Appendix 1	Grant Thornton Clinical Strategy work Executive Summary
Appendix 2	CTM2030 Clinical Services Strategy 'Brochure' update
Appendix 3	CTM Decarbonisation Strategy
Appendix 4	Population Needs Assessment – Key messages
Appendix 5	SWOT & PESTLE analysis conducted

1. SITUATION/BACKGROUND

1.1 This paper builds on the approval in January of the strategic goals and priorities for CTM 2030. It sets out more detail for how these are to be implemented leading off from the workshops held to date.

1.2 The paper includes the background and detailed data and information on the approach taken to date including the 6 deep dive workshops as well as the staff and public engagement activities that have helped shape the approach. **Appendix 1** provides the Executive Summary of this recent work with Grant Thornton.

1.3 It sets out principles arising from these activities to guide thinking and further design work via future workshops and engagement events. This is in the form of a 'brochure' which can be found in **Appendix 2**.

1.4 The paper outlines the engagement activities undertaken and appendix two provides a summary of the themes arising to date.

1.5 In addition **Appendix 3** describes the CTM approach to decarbonisation and how the Green agenda also needs to be taken into account in the design of services.

1.6 Section 2.6 later on in this report describes the future activities to be undertaken to further spread and embed the strategy in action.

2. Specific areas for consideration

2.1 The principles set out in the brochure have been developed to take account of the following themes and wider agendas:

2.1.1 Aims of a Healthier Wales:

- In each part of Wales the health and social care system will work together
- We want to shift services out of hospitals to communities
- We will get better at measuring what really matters
- We will make Wales a great place to work in health and social care
- To make our services work as a single system, we need everyone to work together

2.1.2 Elements of Value Based Healthcare:
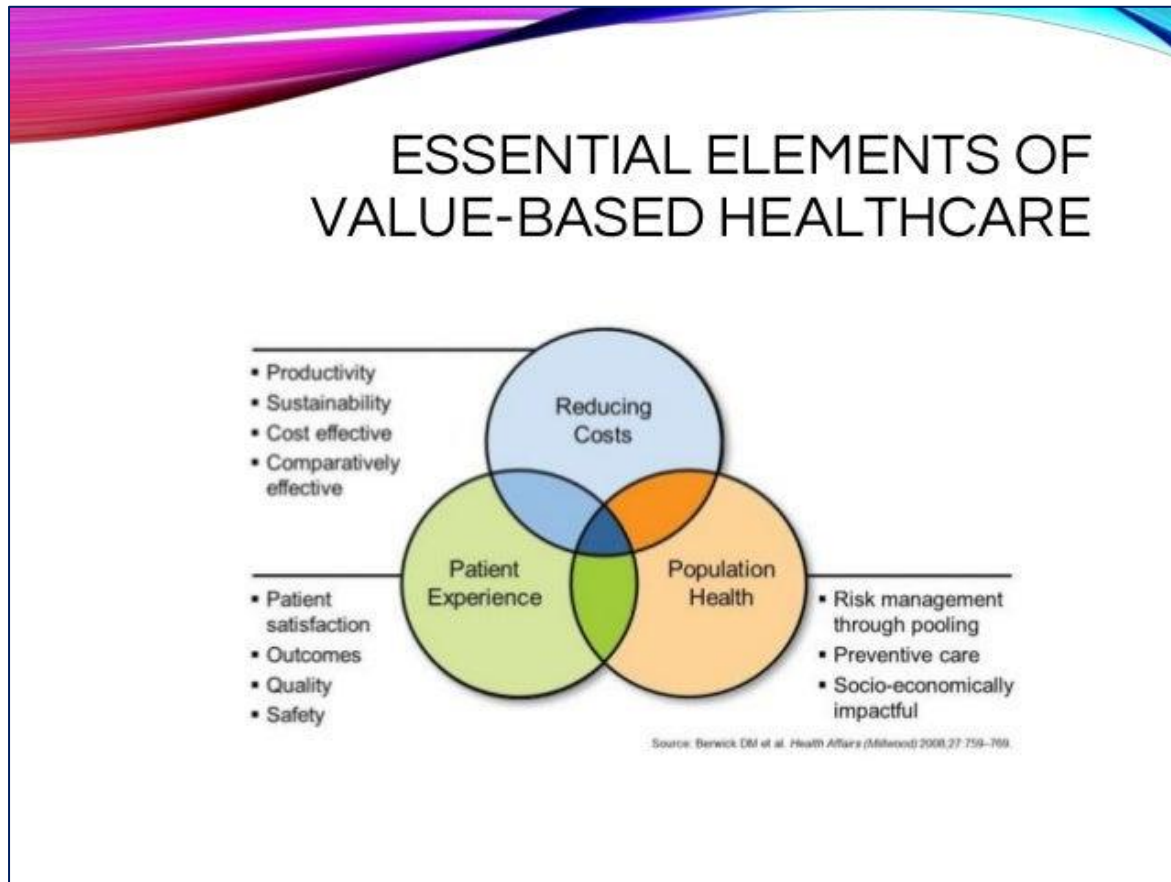
2.1.3 A series of workshops based around local need, impact, national policy and engagement across disciplines:

1) **Born well** – attachment and wellbeing
2) **Growing well** – healthy weight
3) **Living well** – colorectal cancer and lower limb musculoskeletal disorders
4) **Aging well** – frailty
5) **Dying Well** – last 12 months of life

These have led to **principles which will underpin all future clinical models**:

- Reduce complexity and unwarranted variation or duplication
- Focus on supporting independence and self-care

- Prioritise those with the highest needs

- Align with Zero Net Carbon strategies

- Address complete patient pathways, not just organisational slices

- Be supported by data and insight using a 'single version of the truth' approach

- Driven by digital technology and innovation

- Be adopted at scale where appropriate

- Be supported by rather than driven by estate considerations

- Have the best and most sustainable use of resources

2.1.4 **The Wellbeing of Future Generations Act** - We have a legal duty to produce wellbeing objectives for the organisation that demonstrate its contribution to the 7 wellbeing goals (A healthier, prosperous, resilient, globally responsible, more equal Wales, of cohesive communities, vibrant culture and thriving Welsh Language). We also need to demonstrate that we use the 5 ways of working (long-term, prevention, integrated, collaborative and with involvement).

2.1.5 In the Act "sustainable development" means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals. The action a public body takes in carrying out sustainable development must include setting and publishing objectives ("well-being objectives") that are designed to maximise its contribution to achieving each of the well-being goals, and by taking all reasonable steps (in exercising its functions) to meet those objectives.

2.1.6 **Emerging messages from the population needs assessment recently presented to the regional Partnership Board** – This presentation available under **appendix 4** focussed on **seven priority groups**:

1. Health and physical disabilities

2. Learning disabilities and autism

3. Mental health

4. Sensory loss

5. Unpaid carers

6. Violence against women, domestic abuse & sexual violence

7. + secure estate

Key themes emerging included:

1. Economic wellbeing

2. Skills and knowledge

3. General health

4. Housing

5. Safety

6. Social connectedness

2.1.7 **SWOT & PESTLE analysis** has been conducted by members of the clinical services strategy group members and this output is captured in **Appendix 5**.

2.2 The output of the workshops led to a series of interventions being identified, broken down by pathways. Many were generic and could be applied across the Health Board, however others were pathway specific.

2.3 The generic actions which emerged when considering the six specific pathways in detail covered:

- Facilitate **better risk stratification of patients** to aid the right channeling and most appropriate use of hospital and community resources consistent with national and local policy. Technologies to support stratification and decision making will become increasingly important.

- **Join up and map the NHS services** delivering the solution alongside public health activities – too many pathways demonstrated multiple pilots running, a crossover of services provided or a disjointed patient experience because the services were not effectively interfaced.

- **Join up and map the services with the local authority and the third sector** – many of the pathways identified better ways of working with the third sector and identified this as an area for partnership development.

- **Standardise referrals and ways of working across the ILGs** to ensure equity of treatment – referrals and entry points into the NHS differed by ILG and the services provided were also dependent on the workforce model e.g. access to language therapy differed by ILG.

- **Develop a joined up digital strategy across ILGs** addressing community, primary and secondary care – this was a continuous theme throughout either gathering data for analysis or having access

as a clinician. There are different systems and access to meaningful joined up data was a challenge.

2.4 The implications of addressing the generic actions listed above would have implications on the following areas. These will all need to be addressed in the wider vision of the Health Board as part of the development of the clinical strategy:

1. Forming **a comprehensive workforce strategy** to impact the robustness of the workforce, including considering new roles.

2. **Making the best use of the estate**, including looking at the services offered on the acute sites (eg. Trauma and Orthopaedics) to make best use of the facilities /deployment of services to meet future demand.

3. Developing **a digital strategy and sufficient digital maturity** to support a modern, forward-looking digital infrastructure. Including developing a workforce to create strong capability in data management and analysis, and clinical decision making to the top of its licence across all three ILGs

4. Working with education providers to ensure the **education, training and continuing professional development** meets the needs of the staff so they are equipped with the skills to contribute fully to a digitally enabled health board

5. Addressing **governance, monitoring, and reporting** across the organisation to improve communication and delivery of services. In particular, the relationship between the framework and standards developed by the Health Board and the local delivery role of the ILGs needs to be properly articulated.

2.5 Each pathway also had a detailed set of interventions that could be applied in the short, medium or long term. These are considered in turn in each table below setting out the action, implications and the next steps required to monitor and review progress.

Engagement:

Engagement	Details
Have your say survey	Survey launched Nov 2021- the survey remains open with a thematic analysis and report underway for the first 100 responses.
CVC Engagement	All 3 CVC's have now been engaged individually and will be in receipt of continued briefs and engagement opportunities around CTM2030. Interlink (Nov, 202), VAMT (Dec 2021), BAVO (Feb 2022).
Staff updates	CTM2030 Updates and highlights are now imbedded into the weekly staff updates, ILG/PC updates and Leadership forum core brief.

RCT Youth forum	Emily Payne discussed the strategy with RCT Youth forum members (Feb, 2022) and secured a future engagement opportunity that includes creative means of sharing their ideas and communicating the work taking place.
Twyn community event	Attended the Twyn community event March 04, a considerable number of key contacts were made with local partners.
All-Staff events	Thursday, Feb 03 we launched our first CTM2030 All-staff event where participants joined in an interactive section that helped us gather their interpretations and current understanding of the strategy.
CTM2030 SharePoint	In February we also launched our new CTM2030 SharePoint page creating opportunities for staff to get involved in the strategy work, share their stories and access a wealth of resources to help communicate CTM2030 to wider audiences.
The Lighthouse Project	Ongoing discussions with The Lighthouse Project, Tonyrefail, where we have already secured a future community engagement session and a space for delivering a tailored smoking cessation outreach service.
Engagement posters	Engagement posters are now being distributed across the organisation and a crib sheet will be provided to support teams in using them as discussion tool around our strategy.
Community Health and Wellbeing team	Facilitated an interactive discussion around the goals following a short presentation introducing the strategy and the opportunities to get involved.
Primary Care Cluster Leads	Very promising meeting with cluster leads who seemed keen to use the engagement poster format to support local planning and align general practice objectives with the CTM2030 strategy.

2.6 Future activities to be undertaken to further spread and embed the strategy in action:

Engagement	Details
All-staff events	All-staff events confirmed for March 25, May 25, July 18. March event will focus on thematic analysis of survey responses and case studies.
'Lightning' sessions	Shorter 'lightning' sessions to be developed to help teams focus in on key topics and issues under the banner of CTM2030. Initial scoping event for how this could work to be hosted on March 16 with MD reference group.
Further community engagements	Currently scoping dates for community engagement with Gilfach Goch Community Centre and Community Cuppa in Pontypridd.
'Have Your Say' toolkit	Digitization of the 'Have Your Say' toolkit is underway to enable our community partners to host and feed in insights gathered from community conversations.
CTM2030 stakeholder brief	CTM2030 stakeholder brief to be launched at the end of March. Internal equivalent to be delivered via Sway.

3. Green Agenda: CTM Net Zero 2030

3.1 The NHS is one of the largest contributors to the UK's total carbon footprint. The carbon footprint comes from how we heat and light our buildings, travel to and from our sites, and how we purchase and use medicine and medical equipment.

3.2 Welsh Government (WG) declared a [Climate Emergency](#) in 2019 and expects the public sector to be net zero by 2030. WG have created a specific [NHS Decarbonisation strategy delivery plan](#) in recognition that the NHS is the largest public sector body in Wales and is uniquely placed to mitigate the impact of climate change for the people of Wales.

3.3 The CTM Decarbonisation Strategy has been developed in response to the national plan and the requirement to have a strategy with supporting action plan for submission with the IMTP by 31st March 2022.

3.4 The CTM strategy has been written building on existing documents (carbon reporting, annual sustainability reports, presentations etc.) and with input via a Teams channel set-up to gather a broad range of actions from across the health board to create a detailed action plan for 2022 – 2030.

3.5 Green CTM members have also been engaged and consulted on the strategy, providing comment that has been integrated into the document.

4. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

4.1   The overarching vision for the strategy is:

4.2   "Our Vision is to be a leader in sustainable healthcare delivery through collaboration and innovation with our staff, patients and local communities. We will work together to achieve the ambitious NHS Wales Carbon Net-Zero target by 2030, implementing the suggested action plan."

4.3   There are six main goals identified in the strategy with high-level actions grouped beneath to take activity to 2025, at which point a pause and reflect is recommended prior to writing detailed actions for 2026- 2030. This is in-line with the Welsh Government's delivery plan and timescales. The high-level goals are outlined below:

4.3.1   **People** focuses on the work required with our staff group to ensure they understand climate change and how it interacts and impacts on health care services. Activities related to developing an engaged knowledgeable workforce, delivering agile working, and embedding carbon neutrality into improvement work to ensure sustainable quality improvement to service delivery.

4.3.2   **Travel and Transport** focuses on the work required with our staff, patients and local public sector partners to develop and promote sustainable transport options. This includes a commitment to develop a regional Healthy Travel Charter, as well as reflecting ongoing work between facilities, WG Energy Service and NWSSP Procurement staff to deliver an electric fleet plan.

4.3.3   **Utilities** focuses predominantly on ongoing work including the Re:fit programme to improve our energy efficiency, meeting the requirements outlined in the Welsh Government NHS Decarbonisation Strategy. Also detailed are our commitment to work with our 3 Local Authority partners to consider Solar Farm Connections to our acute hospital sites and developing targeted plans to tackle our energy consumption based on our smart meter and building management systems.

4.3.4   **Our Buildings and Land** focuses on working with our partners, staff and communities to ensure our services are accessible based on an estate that is fit for the future. A costed decarbonisation plan for our estate will be developed during 2022 through working with Re:fit. This will require significant investment to deliver the ongoing reduction in utilities required to achieve net zero. Also included in this strategic goal is action required to meet the WG delivery plan to decrease nitrous oxide usage.

4.3.5 **Waste** focuses on actions to reduce our waste and improve our recycling rates through working with our suppliers to look at the carbon footprint of their goods and services and identifying ways to reduce the carbon footprint and increase recycling. Funding and action included within this strategic goal is dependent on securing Cardiff Capital Region Challenge Funding.

4.3.6 **Sustaining our Future Care Services** focuses on working with our staff and local communities through the CTM2030 Clinical Strategy to embed low carbon into all our services. Meeting WG requirements to drive down high carbon footprint inhaler usage is included within action for this goal.

4.4 In addition to the strategy, a detailed action plan has been developed that responds directly to the Welsh Governments implementation plan. This action plan will be updated remotely via Teams by relevant teams across CTM and fed through to WG as part of the bi-annual reporting required against delivery of the strategic plan.

5. Ongoing work

5.1 A fresh programme of Health and Social Care Integration will see the establishment of integrated community teams at cluster level to effectively delivery on PHM priorities and actively manage those at greater risk to stay longer in their own homes. There is good commitment to this at all levels. The programme board is being set up at present and will be chaired by Paul Mears. Priorities will include single point of access, standardised approaches and common offers, differentiated only according to need, with the focus on outcomes.

5.2 For hospital services, there are active clinical engagement activities underway as part of the planned care recovery programme, seeking to utilise the principles; specifically in Orthopaedics, Urology, Gynaecology, General Surgery and ENT.

5.3 The Strategy Groups are actively reviewing their work programmes and planning follow though activities including where pathways for high volume, high impact specialties need to be reviewed. An example is Respiratory. The priority of the Strategy groups is to consider pathways of care across the spectrum of prevention, primary, community, secondary and tertiary services, through the life-course lens.

6. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

6.1 No specific risks are identified for consideration at this time.

7. IMPACT ASSESSMENT

Quality/Safety/Patient Experience implications	Yes (Please see detail below)
	Development of the Strategy and its implementation aims to improve these indicators
Related Health and Care standard(s)	Staying Healthy
	Development of the Strategy and its implementation aims to improve these indicators
Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.	No (Include further detail below) EIA's will be completed as appropriate in relation to the strategy itself as it is developed
Legal implications / impact	There are no specific legal implications related to the activity outlined in this report.
Resource (Capital/Revenue £/Workforce) implications / Impact	There is no direct impact on resources as a result of the activity outlined in this report.
Link to Strategic Goals	Creating Health

8. RECOMMENDATIONS

8.1   That the Board **approve** the content for the CTM 2030 strategic principles document, as set out in Appendix 2.

8.2   That the Board **endorse** the approach to future activities to be undertaken to further spread and embed the strategy in action, as outlined in section 5.

8.3   That the Board **note** progress on the development of a CTM net zero 2030 plan.