



(Agenda Item) 5.4	02.11.22	Population Health & Partnerships Committee	Strategy Group Update
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Report Details:	
FOI Status:	Open (Public)
If closed please indicate reason:	
Prepared By:	Jane O’Kane, Elle McNeil, Sian Watkins, Dr Emily Payne, Marie Evans, Pam Wilson, Kevin Duff, Rhian Webber, Vicki Wallace
Presented By:	Vicki Wallace
Approving Executive Sponsor:	Linda Prosser
Report Purpose	For Noting
Engagement undertaken to date:	Strategy Group Team meeting – 19.10.22

Impact Assessment:	
Indicate the Quality / Safety / Patient Experience Implications:	This work supports the delivery of CTM 2030 which aims to improve quality, safety and patient experience
Related Health and Care Standard	Safe and clinically effective care
Has an EQIA been undertaken?	No – EQIAs will be undertaken for specific areas of work as appropriate
Are there any Legal Implications /Impact.	No
Are there any resource (capital/Revenue/Workforce Implications / Impact?	Yes There are resource implications for individual aspects of the update
Link to Strategic Goals	Please Select: Sustaining Our Future Inspiring People Improving Care Creating Health



CTM2030: Strategy groups



**STARTING
 WELL**



**GROWING
 WELL**



**LIVING
 WELL**



**AGEING
 WELL**



**DYING
 WELL**

Starting Well Strategy Group Update: Q2 2022

Authors:
Jane O’Kane
Elle McNeil
Sian Watkins



Starting Well: Progress overview

Progress Highlights

- **Pre-conception and Early Years Framework** is being developed, linking to:
 - Maternity and Neonates Strategy
 - Developing Starting Well Family Engagement approach
- **Parent-Infant Relationship Service** development workshop brought together partners from across health, Local Authority and 3rd sector to explore the model in more detail and confirm Early Years staff training approach.
- **Resilient Families Service:** stage 2 evaluation complete reviewing processes and infrastructure supporting the new delivery model; Vulnerability Profiling progressing with FRAIT alignment with PHW/ SAIL
- **Resetting Health Visiting service developments** through focused work on: infant feeding agenda (including Starting Well exit planning); developing public information/ web presence; developing Qlik dashboard; recording MECC conversations/ outcomes; FRAIT/eFRAIT and SAIL research
- **Children's Services Programme Board work-streams** have been agreed, inclusive of Parent-Infant Relationship services and PHW led CHOICE programme.





Clinical Strategy Lead: Jane O’Kane
Head of Planning & Commissioning: Elle McNeil
Planning & Commissioning Manager: Sian Watkins

Starting Well



Work Programmes/ Activity	Delivery confidence
Resilient Families Service (RFS) Wellbeing Health Programme	
Preconception Care programme	
Alignment of improvement and special measures programmes	
Parent-Infant Relationship Service	
Oral Health Advisory Board	
Rare Diseases Major Health Condition Delivery Group	
Health visiting: Service development work plan	

Progress and Achievements

- RFS stage 2 evaluation complete and disseminated. Findings to be presented to November Population, Health & Partnerships Committee. Work has started to address recommendations and improve partnership working between health and RCT CBC.
- Development of an over-arching Preconception and Early Years strategic framework is underway to help embed and support the IMSOP required Maternity and Neonates 2022-2025 Strategy.
- Parent-Infant Relationships (PIR) workshop brought partners face-to-face to explore the regional model in detail and progress the consultation model (go live Q3). The Children’s Programme Board agreed to progress PIF funding request as part of a priority work-stream.
- A strategically focused service development plan is being developed with Senior Health visitors in order to progress a number of work-streams.
- Oral Health Advisory Board work has been paused due to operating model changes. Awaiting WG delivery plan and Quality Statement.
- Rare Disease Delivery Group has expanded membership in order to develop localised response.
- MECC training of school nursing and health visiting has been complete - removed from Starting Well work-plan.

Priorities

- Completing work with Senior Health Visitors to enable hand-over.
- PIR Project Manager post out to advert. Engagement with Children’s Programme Board work-stream to secure PIR service development funding to continue regional service development approach.
- To get strategic agreement on the priorities and governance to align with CTM2030.

Issues

- Uncertainty within the Early Years workforce as a consequence in the operational model (Health Visiting and School Nursing unconfirmed Care Group location).
- Capacity moving forwards due to imminent maternity leave, B7 vacancy and uncertainty of Strategic Lead role (currently on trial return to work).

Escalations

- None

Overall Delivery Confidence	
Reporting Period	Q2 2022-23

Growing Well Strategy Group Update: Q2 2022

Authors:
Dr Emily Payne
Elle McNeil
Sian Watkins



Growing Well: Progress overview

Progress Highlights

- **CTM's Children's Rights Charter** session held as part of a Board Development day ahead of official launch on 20th November.
- **Obesity Level 2/ Level 3** Weight Management Services have commenced at Level 2 using the pre-existing waiting list over 700+ referrals made to the dietetic team. Uptake **of those on this waiting list** has been lower than expected with work underway to understand the reasons behind this. Level 3 services are expected to start in December. All key roles have either been filled or will be imminently recruited in to. The Weight Service Manager role was appointed in to W/C 26/9/2022
- **16-17yr olds admitted into adult settings** policy is reaching conclusion following work across paediatric and adult services to ensure CYP can access safe effective and age appropriate treatment and overnight care.
- **Children's Services Programme Board work-streams** have been agreed, inclusive of neurodevelopmental services and emotional health and wellbeing regional service developments.





Clinical Strategy Lead: Emily Payne
Head of Planning & Commissioning: Charlotte Thomas
Planning & Commissioning Manager: Sian Watkins



Work Programmes/ Activity	Delivery confidence
Children's Rights	
Healthy Weight: <ul style="list-style-type: none"> Level 2/ 3 Obesity Services CTM Health Weight Strategy 	
Transition planning: <ul style="list-style-type: none"> CYP to Adult Services Acute care 	
Diabetes	
Neurodevelopmental services: <ul style="list-style-type: none"> Review of 3rd sector contracts Once for CTM service 	
Children's Programme Board <ul style="list-style-type: none"> Revenue schemes Capital scheme 	
Overall Delivery Confidence	
Reporting Period	Q2 2022/23

Progress and Achievements

- Children's Rights Charter update presented with CYP engagement to Board Development Day. 20th November launch with website, staff resources, CYP created videos.
- Level 2 Health Weight Management Service has now started. The Level 3 service will commence in December. Plan to increase communication between pre-diabetes pilot, diabetes work and WISE across UHB as well as other key referral points across primary and secondary care. Handover of the project will now begin from LPHT to the Therapies Department.
- Whole systems approach to healthy weight workshop scheduled for 9th November with range of stakeholders to develop systems-based response.
- Final policy is being taken to the Quality, Safety and Risk committee for approval regarding 16-17yr olds admitted to CTMUHB estate. To then be removed from work-plan.
- Work to commence on developing once for CTM transition planning approach following presentation to ELT.
- Diabetes VBHC business case funding was not awarded. Work continues within VBHC portfolio (without funding) against previously agreed priorities.
- Neurodevelopmental service development to cover developing once for CTM pathway/ processes, repatriation of service for Bridgend region and 3rd sector review.
- Children's Programme Board have prioritised RIF revenue funding for regional neurodevelopmental services. Capital work-streams to be paused due to capacity.
- Children Looked After support to work mainstreamed with OD – removed from Growing Well work-plan.

Priorities

- Regional neurodevelopmental services - continue at pace CTMUHB service assessment review/ SLA disaggregation and 3rd sector service review.
- Develop and launch the Children's Rights Charter with public and staff information.
- Develop CTMUHB transition approach.
- Get strategic agreement on the priorities and governance to align with CTM2030.

Issues

- Capacity due to continued absence of staff to develop the Starting/ Growing Well portfolios.
- Capacity to develop the RIF capital bids for Children's Hwb at Maesteg and CHC respite facility.

Escalations

- None

Living Well Strategy Group Update: Q2 2022

Authors:
Marie Evans
Pam Wilson



Living Well: Progress Overview



National Learning Events:

- CTM Heart Failure Service represented at Welsh Value in Healthcare Learning Event at Swansea University 28th September, contributing and sharing of information with regards to value based healthcare projects and outcomes across Wales.
- National Alcohol Care Best Practice Event run by the National Liver Disease Implementation Group, Chaired by the National Clinical Lead held on 21st September. The event was well attended by a range of professionals across CTM i.e mental health, Consultant Gastroenterologist, Strategy and VBHC teams, Alcohol Liaison Nurses, Areas Planning Board and Barod. CTM presented our aspirations for the future model of care for alcohol care services.
- **Liver Disease: Alcohol Care:** Work has continued to establish VBHC formal project arrangements for Alcohol Care Liaison Service. To ensure robust engagement and ownership of the project. Now need to progress the recruitment process at pace.
- **Pre Natal Alcohol Exposure** - Working Group set up to improve the outcomes, to focus on pathway development between the alcohol care service and midwifery services, identifying an assessment tool for identifying excessive drinking levels and to reduce the number of children living with disabilities associated with FASD. A meeting held 3rd October focused on developing phased programme of work.
- **Heart Failure (HF):** Positive project updates have been received across all of the Heart Failure Projects. Good progress has been made with recruiting staff in areas which there is a short supply.



CTM 2030

**Ein Hiechyd
Ein Dyfodol**
DATBLYGU CYMUNEDAU
IACHACH GYDA'N GILYDD



CTM 2030

**Our Health
Our Future**
BUILDING HEALTHIER
COMMUNITIES TOGETHER

Clinical Strategy Lead: Neil Hawkes
Head of Planning & Commissioning: Marie Evans
Planning & Commissioning Manager: Pamela Wilson

Work Programmes/ Activity	Delivery confidence
Heart Conditions Planning & Delivery Group: VBHC Projects: Heart Failure Optimisation Heart Failure Palliative Care Heart Failure Rehab Heart Failure NP Pro BNP ACS Pathway	
Respiratory Planning & Delivery Group: Sub groups: Smoking Cessation, Education & Pulmonary Rehab	
Liver Planning & Delivery Group: Hep C, IQILS, Improving pathways with transplant centre	
Alcohol Care Project	
Ukrainian Welcome Centre	
Overall Delivery Confidence	
Reporting Period	Q2 2022-23

Progress and Achievements

Heart Conditions: Optimisation Project: All Band 7 Nurses now in post. PCH have maintained the reduction in optimisation time from 10 months in 2021 (2 nurses) to 4 - 5 months in 2022 (3 nurses). Patient contact and reviews to increase with extra staff.

HF Palliative Care: Good progress now being made across RGH, PCH and POW with recruitment process i.e HF nursing posts, OT, Admin and Palliative care consultant sessions.

HF Rehab: Model and pilot site identified. Recruitment ongoing and progressing. Band 7 HF nurse appointed. Increased emphasis on developing outcome measures. Pilot project to form basis for a research project.

Alcohol Care Liaison Service - Kick Start meeting with medicine, mental health, VBHC and Strategy Team members held on 8th September 2022. Next meeting planned 3rd October 2022 to rapidly progress the recruitment process to enable spend of this years allocation.

Pre Natal Alcohol Exposure -Working Group set up to improve the outcomes for pre-natal alcohol exposure, to focus on pathway development between the alcohol care service and midwifery services, an assessment tool for identifying excessive drinking levels, to reduce the number of children living with disabilities associated with FASD. Meeting held 3rd October, phased programme of work to be developed for this work stream.

Respiratory: Work of the Work Stream groups for respiratory education, COPD mapping and smoking cessation are continuing.

Ukrainian UHB Plan: Robust Ukraine UHB Health Plan and developing further in accordance to emerging new guidance.

Priorities

- Continue to progress all Heart Failure VBHC Projects at pace. complete recruitment processes for newly/expanded funded projects. To commence discussion regarding handover of projects from Strategy Group to operational management when services established.
- Continue to establish VBHC formal project arrangements for Alcohol Care Liaison Service. To ensure robust engagement and ownership of project . To progress the recruitment process at pace.

Issues

- Recruitment to part time, fixed term posts within the VBHC projects has been difficult, advertising multiple times has cause some delay..
- There are ongoing discussions around where the Alcohol Care Liaison should be located in the future i.e mental health or medicine. Awaiting outcome.

Escalations

- None

Ageing Well Strategy Group Update: Q2 2022

Authors:
Kevin Duff
Rhian Webber



Ageing Well: Progress overview



Progress Highlights

- **Regional Stroke Service Development** - CTM UHB Stakeholder engagement event held on 25th August engaging range of staff from the Health Board, outlining the national and regional programme. South Wales Central Regional Programme (CTM and C&V UHBs) structure underway with first regional programme board meeting held on 27th September and joint CTM and C&V UHBs stakeholder event planned for 26th October.
- **AF & Hypertension** – Project implementation process underway. Initial Scoping meeting with Steering Group held. GP successfully recruited to provide clinical support to the project, recruitment to other key posts underway. Planning with regional partners in other health boards to share vital learning and experiences also underway.
- **Frailty** – UEC 6 Goals Programme Governance Structure in process of implementation. Acute Frailty Task and Finish Group has had a number of meetings to take forward development of an acute frailty assessment service.





Clinical Strategy Lead: James Bolt
Head of Planning & Commissioning: Kevin Duff
Planning & Commissioning Manager: Rhian Webber

Work Programmes/ Activity	Delivery confidence
Neurological Conditions Group	High
Stroke Strategy Group	High
Together for Mental Health Partnership Board	Medium
Dementia Steering Group	Medium
Frailty	Medium

Progress and Achievements

Stroke: Stroke Task and Finish Group established as part of UEC six Goals Programme to further develop and implement a robust and resilient stroke pathway within the acute hospital setting. CTM Stroke Strategy Group developed with first meeting scheduled in November to link in with regional programme board and pull together work on acute and rehabilitation pathways and stroke prevention / early intervention.

Dementia: Work is continuing to implement the standards and improve our approach across the region. Work plans have been developed and a programme of meetings is being established for each of following work streams: W1. Community Engagement, W2. Memory Assessment Services, W3. The Role of a Dementia Connector, W4. Hospital Charter, W5a Measurements, W5b. Learning and Development of the Workforce.

Neurological Conditions: National project underway, as part of Bevan Commission Planned Care Innovation Programme, to improve the journey from symptom onset to diagnosis in Wales. Primary care workshop planned for November to engage GPs in the project.

Frailty: Draft Frailty model produced and undergoing further development through Task and Finish group.

Priorities

- Continue to develop regional programme structure for development of stroke services with Cardiff and Vale UHB.
- Continue work on development of Frailty model for CTM – linking in with Urgent Care Programme and work on optimal model for integrated community services.

Issues

- Costed proposals for improvements to stroke pathway dependent on IMTP funding.
- Risks associated with provision of Neurology Services in CTM UHB to be outlined in Exec Team paper.

Escalations

- As outlined above.

Overall Delivery Confidence



Reporting Period

Q2 2022-23

Dying Well Update: Q2 2022

Authors:
Kevin Duff
Rhian Webber



Dying Well: Progress overview



Progress Highlights

- **Welsh Government Quality Statement for palliative and end of life care for Wales published.** The quality statement describes what good quality palliative and end of life care services should look like. It sets out high level Welsh Government policy intention for children, young people and adult Palliative and End of Life Care.
- **CTM Local Adult and Children & Young People's End of Life Care Action Plans** – Local implementation of the action plans continues to progress under the CTM Palliative and End of Life Care Delivery Group.





Chair: Vacant
Head of Planning & Commissioning: Kevin Duff
Planning & Commissioning Manager: Rhian Webber



Work Programmes/ Activity	Delivery confidence
Palliative and End of Life Care Delivery Group	High
Relaunch Care Decisions Tool	Medium
Bereavement Services	Medium
Education Training & Information	High
Patient Feedback and Communication	High

Progress and Achievements

C&YP Local Action Plan:

- Development of paediatric palliative services to meet emotional, social, spiritual and practical support for all family members: SBAR completed, link nurses developed on PCH, POWH and RGH hospital sites and links established with Chaplain.
- Paediatric Advanced Care Plans continually reviewed and strategic meetings held quarterly.
- Work ongoing to ensure transitional arrangements are in place for seamless transition to adult services, linking to new all Wales transition pathway. Transition clinics ongoing at Ybwythyn Newydd.
- Exploration and development of bereavement support resources available: Bereavement booklet completed and printed copies available.

Adult Local Action Plan:

Progress being achieved across a range of areas including Just in Case Bag Service, palliative care drug services in Community Pharmacies, implementation of Care Decisions Guidance and Mortality Review Newsletters on SharePoint.

Priorities

- Continue implementation and delivery of four key priority areas under CTM Palliative and EOL Delivery Group.
- Continue implementation and delivery of CTM Adult and Paediatric EOL Action Plans through the Delivery Group.

Issues

- Short term national EOL Delivery Plan funding in some key areas.
- VBHC business case for Specialist Palliative Care Front Door Model unsuccessful in gaining WG funding.
- New permanent Chair sought for the CTM Palliative and EoL Delivery Group.

Escalations

- As outlined in issues above.

Overall Delivery Confidence



Reporting Period

Q2 2022-23

CTM2030: Strategy groups – looking to the future



- Refocus on original intentions – population health based, system wide change, long term vision
- Refresh governance arrangements
- Working in partnership with other agencies – especially local authority and third sector
- Build on our relationship with public health team – strategic approach looking at whole population groups and whole pathway approach
- Work with care groups – understand current pressures, their immediate actions and work in partnership with them to establish longer term, population health based solutions



CTM2030: Strategy groups – looking to the future



- Develop an outcomes framework in partnership with public health – showing our impact
- Undertake prioritisation work – greatest impact & must do's
- Start of each project agree exit strategy
- Have fun and enjoy work!





Recommendation:

The Committee are asked to:

The Committee are asked to:

- *Receive the update on Quarter 2 progress of the Strategy Groups*
- *Receive the update on the future focus of the Strategy Groups to support the delivery of CTM2030.*