



<b>(Agenda Item) 5.3</b>	<b>01.02.2023</b>	<b>Population Health and Partnerships Committee</b>	<b>Strategy Team update</b>
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<b>Report Details:</b>	
FOI Status:	Please select: Open (Public)
If closed please indicate reason:	
Prepared By:	Jane O’Kane, Charlotte Thomas, Sian Watkins, Dr Emily Payne, Marie Evans, Pam Wilson, Kevin Duff, Rhian Webber
Presented By:	Vicki Wallace
Approving Executive Sponsor:	Linda Prosser
Report Purpose	Please Select: For Noting
Engagement undertaken to date:	Strategy Team meeting – 11.01.23

<b>Impact Assessment:</b>	
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: Creating Health



## Starting Well Strategy Group Update: Q4 2022

Authors:  
Jane O’Kane  
Charlotte Thomas  
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
  - **Next steps**-JoK to meet with Service Director, and DoN, Children and Families, to explore next steps
- **Resilient Families Service:** Governance arrangements have been reviewed and agreed at the EYTB held on 6<sup>th</sup> December. Meeting dates and revised TOR will be shared soon. Vulnerability Profiling progressing with FRAIT alignment with PHW/ SAIL – meeting rearranged update to be provided following the meeting.
  - **Next steps**-Need to explore strategic implications of RFS for equitable health offer across LA Partners.



**Clinical Strategy Lead: Jane O’Kane**  
**Head of Planning & Commissioning: Charlotte Thomas**  
**Planning & Commissioning Manager: Sian Watkins**



Work Programmes/ Activity	Delivery confidence	Progress and Achievements	Priorities
Resilient Families Service (RFS) Wellbeing Health Programme	Green	<ul style="list-style-type: none"> <li>RFS governance arrangements have been revised and were agreed at the EYTB held on 6<sup>th</sup> December 2023. Meeting dates and revised TOR will be shared soon.</li> <li>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. The same will be reviewed with the Children and Families Care Group to review and revisit previously agreed priorities.</li> <li>The health element of the IOS action plan is being drafted by Operational HV Management with Strategy oversight.</li> <li>FRAIT and SAIL meetings have been re-arranged and update will follow.</li> <li>Meetings held with DoN/HoN Children and Families to confirm work plan.</li> <li>Oral Health Advisory Board work has been paused due to operating model changes. Next meet to be held on 26<sup>th</sup> January.</li> <li>Cancer Framework is being progressed with PHW and 3<sup>rd</sup> sector colleagues. Plan to test the approach in Merthyr early Spring 2023</li> <li>Breastfeeding Strategy meetings due to restart and will link in with Health Weights. Breastfeeding Strategy task &amp; finish groups to be established to agreed content and work programme for strategy development.</li> <li>Rare Disease Delivery Group support from Planning to be paused for the short term.</li> </ul>	<p><b>Priorities</b></p> <ul style="list-style-type: none"> <li>PIR Project Manager post has been appointed.</li> <li>Strategic alignment of regional priorities with CTM2030.</li> <li>Alignment of early years strategic framework with healthy weight strategy.</li> </ul> <p><b>Issues</b></p> <ul style="list-style-type: none"> <li>Capacity moving forwards due to HoP providing oversight for two system groups</li> <li>Failure to recruit additional Planning Manager post re-advertised and interviews being held 11<sup>th</sup> January 2023.</li> <li>Early health Hubs in RCT and Bridgend provide a range of preventative services to children and families -a statutory duty with the introduction of the Social Services and Wellbeing Act 2014. RIF is utilised by both local authorities to fund these services, and the Regional Commissioning Unit is currently undertaking a piece of work to look at existing projects, and the new proposal from Merthyr, with a view to redeveloping a regional RIF proposal. The decision on the amount of funding allocated to Early Help will be determined by the ILB in the coming months. The risk is that should there be changes to the amount of funding received by the local authorities for these services, services may be cut-we know that Health Visitors make a lot of referrals; however as this is a statutory obligation on the local authorities, the risk may not be as high as it is for other services.</li> </ul>
Preconception Care programme	Green		
Alignment of improvement and special measures programmes	Green		
Parent-Infant Relationship Service	Green		
Oral Health Advisory Board	Green		
Health Visiting Cancer Framework	Yellow		
Rare Diseases Major Health Condition Delivery Group	Red		
Breastfeeding Strategy	Yellow		
<b>Overall Delivery Confidence</b>	Green		
<b>Reporting Period</b>	Q4 2022-23		
			<b>Escalations</b>

# Growing Well Strategy Group Update: Q2 2022

Authors:

Dr Emily Payne

Charlotte Thomas

Sian Watkins



## Progress Highlights

- **CTM's Children's Rights Charter** launched on 20<sup>th</sup> November.
- **Child Weight Management Level 2/3** Working with Therapies Head of Service to develop tender for a research commission-output will be non cost, and costed delivery options for model of care to children and young people.
- **Children's Services Programme Board work-streams** have been agreed, inclusive of neurodevelopmental services and emotional health and wellbeing regional service developments.
- **Neurodevelopment Workshop** – held on the 24<sup>th</sup> November at Prince Charles Hospital. The workshop brought colleagues together to discuss the existing service and what the service should provide. It was agreed that a new service should:-
  - Provide multidisciplinary assessment, intervention
  - Information and advice for children and young people who may have a neurodevelopmental disorder, and their families.
  - Work closely with our partner organisations such as schools, the education authority, social services, and third sector organisations.
- **Neurodevelopment Grant Funding**
  - Neurodevelopment received 213k of grant funding, half being utilised by Children and Families to provide extra clinics, the other half has been allocated to 8 third sector organisations, one will be focusing on providing a package of support to children under 5 and their families waiting for diagnosis in Bridgend, three others will be providing targeted intervention to families who have been waiting the longest in RCT and Merthyr.



Work Programmes/ Activity	Delivery confidence
Children's Rights	Green
Admission Policy 16/17 year olds	Red
Transition planning	Yellow
Diabetes	Green
Redesign of Neurodevelopmental services	Yellow
Creating Health Programme Board	Yellow

**Progress and Achievements**

- Neurodevelopment received 213k of grant funding, half being utilised by Children and Families to provide extra clinics, the other half has been allocated to 8 third sector organisations, one will be focusing on providing a package of support to children under 5 and their families waiting for diagnosis in Bridgend, three others will be providing targeted intervention to families who have been waiting the longest in RCT and Merthyr. The additional funding used by the NHD service will enable and additional 885 appointments by the end of March.
- Tender has been awarded to Q5 and an initial meeting has been arranged.
- Current SLA with Halcyon will end at the end of March, currently exploring a new agreement to tie in to start a new contract.
- To establish a Creating Health Programme Board, this work is being supported by PHW and Dietetics.
- Ongoing work with the Admission of 16-17 year old.

**Priorities**

- Redesign of Regional neurodevelopmental services

**Issues**

- Capacity moving forwards due to HoP providing oversight for two system groups.
- Failure to recruit additional Planning Manager. Post has been re-advertised with interviews being held on 11<sup>th</sup> January 2023.

**Escalations**

**Overall Delivery Confidence**



**Reporting Period**

Q4 2022/23

# Living Well Strategy Group Update: Q3 2022

Authors:  
Marie Evans  
Pam Wilson



# Living Well: Progress Overview



## Highlights:

- **Making Every Contact Count (MECC):** Work has commenced with members of the Respiratory and Liver Disease Planning and Delivery groups to consider the roll out MECC across key pathways in particular hepatology, alcohol care and smoking cessation. Nominated leads for pathways are being identified and representatives are considering both the Level 1 and Level 2 training. Regular updates on the pace of roll out to be reported back to the Planning and Delivery Groups by Public Health Colleagues who are leading this work.

## Liver Disease Update:

- Our Liver teams recently carried out 4 community **liver awareness roadshow events** at local leisure centers. The team offered liver health advice, fibroscan assessments and dry blood spot testing for viral hepatitis. Over 550 scans were completed detecting 60 abnormal results. All those patients have now been offered follow-up appointments within secondary care. A huge thank you to our CNS and HCA team for their commitment and efforts
- **A mass screening project** has been completed in HMC Parc led by the CTM Blood Borne Virus (BBV) Nurse supported by PHW and the Hepatitis C Trust. All in-mates were offered testing for Hepatitis C and 98% of inmates engaged and completed testing. All positive inmates are now being offered treatment with the hope and aim to micro-eliminate Hepatitis C from the prison population early in 2023.
- **Funding for a BBV Nurse:** The Area Planning Board has proposed and approved the development of a Clinical Nurse Specialist for Substance Misuse Harm Reduction Services to provide a clinical focus for both Image & Performance Enhancing Drugs (I PEDs) and BBV as well as other Harm Reduction initiatives. Final approval for 3 year funding was received from Welsh Government on 19<sup>th</sup> December 2022. The post holder will work closely with existing Hepatology and Substance Misuse services



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



Work Programmes/ Activity	Delivery confidence	Progress and Achievements	Priorities
Heart Conditions Planning & Delivery Group: VBHC Projects: Heart Failure Optimisation Heart Failure Palliative Care Heart Failure Rehab Heart Failure NP Pro BNP ACS Pathway		<p><b>Heart Conditions VBHC Projects:</b> All projects are continuing to make progress. There has been a significant positive impact on PROMs completion rates, relating to the optimisation project. Since the admin posts have been in place across hospital sites. PROMs completion rates continue to improve month on month and are now above the national average (PCH 39%, RGH 42.9% and POW 44.2%). With regards to the Heart Failure Rehab Project the inability to recruit to the physio post is a significant risk. Alternate models of service delivery are being considered by as this is a pilot project timescales is an issue.</p> <p><b>Alcohol Care Liaison Service</b> – There has been delays in the recruitment process for the newly funded posts. It is likely this will lead to significant underspend which is being closely monitored by the Finance Delivery Unit. Mental Health CSG has now agreed to progress with the recruitment process. Discussion around where the service will site in the future are still ongoing.</p>	<ul style="list-style-type: none"> <li>Continue to progress all Heart Failure VBHC Projects at pace. To commence discussion regarding handover of projects from Strategy Group to operational management when Service Groups established.</li> <li>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.</li> </ul>
Respiratory Planning & Delivery Group: Sub groups: Smoking Cessation, Education & Pulmonary Rehab		<p><b>Alcohol Care Liaison Service</b> – There has been delays in the recruitment process for the newly funded posts. It is likely this will lead to significant underspend which is being closely monitored by the Finance Delivery Unit. Mental Health CSG has now agreed to progress with the recruitment process. Discussion around where the service will site in the future are still ongoing.</p>	<p><b>Issues</b></p> <ul style="list-style-type: none"> <li>Recruitment to part time, fixed term posts within the VBHC projects has been difficult, advertising multiple times has cause some delay..</li> </ul>
Liver Planning & Delivery Group: Hep C, IQILS, Improving pathways with transplant centre		<p><b>Pre Natal Alcohol Exposure</b> – The Working Group set up to improve the outcomes for pre-natal alcohol exposure has continued to meet. Phase 1 is focused determining the baseline levels of assessments undertaken within midwifery services . An audit is ongoing. Meeting planned for January 2023 with Drymester, who have a range of online materials available to pregnant ladies. Meeting to explore if materials are available in Welsh translation and if material can be share on CTM website.</p>	<ul style="list-style-type: none"> <li>There are ongoing discussions around where the Alcohol Care Liaison should be located in the future i.e mental health or medicine. Awaiting outcome.</li> </ul>
Alcohol Care Project		<p><b>Respiratory:</b> Work of the Work Stream groups for respiratory education, COPD mapping and smoking cessation are continuing and are progressing well. Work plans are in place with measurable objectives.</p>	<p><b>Escalations:</b> The lack of progress with the Alcohol Care Project has been escalated to Exec level.</p>
Ukrainian Welcome Centre		<p><b>Ukrainian UHB Plan:</b> <i>Ukraine Health Plan Programme now closed and transitioned to business as usual. Closure report submitted to Executive Director of Strategy and Transformation. All actions are now closed.</i></p>	
<b>Overall Delivery Confidence</b>			
<b>Reporting Period</b>	Q3 2022-23		

# Ageing Well Strategy Group Update: Q3 2022/23

Authors:  
Kevin Duff  
Rhian Webber



## Progress Highlights

- **Regional Stroke Service Development** - Joint CTM UHB and Cardiff and Vale UHB Stakeholder engagement event held on 26<sup>th</sup> October engaging range of staff from both Health Boards. The event was attended by 82 colleagues with the aim of maximising awareness of the national and regional programmes, ensuring programme alignment to local clinical needs and building engagement with the programme and its agenda
- **Dementia** - The Dementia Steering Group has developed an outline three year plan drawing on information from the CTM regional population needs assessment, with the aim of delivering against the standards over the coming years.



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

**Progress and Achievements**

**Stroke:** Good attendance at joint stakeholder event with balanced representation from all staffing groups and professions. The national stroke programme is working with colleagues from the Delivery Unit to undertake demand and capacity modelling. Colleagues from across both organisations have been invited to shape the model and its outputs. This work will inform the development of our new pathways and will underpin the national case for change. Sub groups will be established to take forward specific pieces of work that will support our co-created regional aim.

**Dementia:** The Dementia Steering Group has developed an outline three year plan drawing on information from the CTM regional population needs assessment, with the aim of delivering against the All Wales Dementia Care Standards over the coming years. In support of this aim the steering group intends to develop growth/delivery plans with our communities to target our dementia services more proactively in these areas. The plan also includes a series of other intended developments across Memory Assessment Services, role of the Dementia Connector, roll out of care fit for Values, Individuals, Perspectives Social (VIPS) platform across our settings, dementia care mapping and development of a workforce learning and development plan.

**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.

**Escalations**

- As outlined above.

<b>Overall Delivery Confidence</b>	
<b>Reporting Period</b>	Q2 2022-23

# Dying Well Update: Q3 2022/23

Authors:  
Kevin Duff  
Rhian Webber



## Progress Highlights

- **Bereavement Services** - A Clinical Bereavement Lead for CTM UHB has been appointed. The lead has been meeting with various services across the Health Board to establish links and discuss how they can support services from the perspective of the bereavement standards. The post holder will also be making contact with link nurses on each of the sites and be available for colleagues to contact and arrange a meeting.
- **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**

**CTM UHB Palliative and End of Life Care Delivery Group:**

- **Civica to be promoted as a form of feedback through networks** - Work underway with Civica to get reports pushed to colleagues e-mail boxes.
- **Relaunch of Care Decisions Tool** - underway for 6 – 9 months with some use of the toll across the Health Board. All District Nursing Teams have nominated champions / links. All 3 mental health areas have nominated links and they have been trained.
- **Education, Training and Information** - Microsoft Teams channel established for teams to interact, planning for meetings every 6 – 8 weeks to use as peer support and people to bring anonymised cases, wins and share documents, information and any pertinent research on EOL. End of life training delivered and now part of all new RN induction, HCSW induction, overseas nurses programme and band 6 development programme.

**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.
- Establish forward work programme under new chair of Palliative and EOL 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.

**Escalations**

- As outlined in issues above.

<b>Overall Delivery Confidence</b>	High
<b>Reporting Period</b>	Q2 2022-23