



(Agenda Item) 5.3	03.05.2023	Population Health and Partnerships Committee	Strategy Team update
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Report Details:	
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, Kevin Duff, Rhian Webber, Leanne Baylis, Sarah Stolzenberg
Presented By:	Vicki Wallace
Approving Executive Sponsor:	Linda Prosser
Report Purpose	Please Select: For Noting
Engagement undertaken to date:	Strategy Team meeting – 29.03.23

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



Living Well Strategy Group Update: Q4 2023 (March update)

Authors:
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Living Well: Progress Overview Highlights:



Respiratory

Respiratory Value Based Health Care (VBHC) meeting held on 15th March 2023 which provided information to “respiratory stakeholders” on:

- The requirements of a VBHC project
- Lessons learnt from other VBHC projects
- The opportunity for consideration of a VBHC pathway approach in respiratory care for 2024/25. Next steps: To hold a VBHC Respiratory Workshop where stakeholders can “float” their ideas for respiratory projects to a panel for further guidance and advice.

Liver Disease

- **Collaborative Strategic Plan for Elimination of Hepatitis B&C as a Public Health Treat by 2030** - CTMUHB have led on the development of an all Wales Strategic Plan for the delivery and implementation of a Recovery Plan. The Strategic Plan submission date to Welsh Government is end of March, Recovery Plan by end of June 2023. A multi-agency, multi professional steering group, including representatives from Parc Prison has been established to take this work forward.
- **Engaging with Patient Focus Group** – Working jointly with the Area Planning Board and the third sector a focus group session was held on 15th February 2023 to engage with service users on the both the existing alcohol care service provided as well as seeking their views on the expansion to a 7 day service. Creative Facilitators are part of this work who will capture feedback and views in the form of a written song which will be recorded and produced. This really was an inspirational day and the first event of many with the aim to develop the service around the needs of the service users and determining goals and outcomes which are important to them.
- **Production of Alcohol Care Leaflet for use across the region** - CTM is leading on the production of a ALS patient information leaflet which can be used across the Wales. An event has been planned held on 27th February with 4 health boards represented. Next steps: The draft leaflet is now under design phase, this will then be circulated to the All Wales Group for their consideration and roll out. Within CTM the leaflet will now go to the patient focus group for their review and comment.



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>A&E Alcohol Care Questionnaire – Work has continued on the development of a questionnaire which aims to identify patients from with the A& E setting, who may be at increased risk of harm from alcohol. The questionnaire has been taken to the Patient Focus Group for comment. The Group have had considerable input into redesigning the draft which now more patient friendly.</p> <p>Drymester: Helping Parents to be alcohol free during pregnancy - working jointly with PHW and Greater Manchester Integrated Care Partnership to consider and adopt the use of the Drymester materials within CTM. Work has continued to translate material into Welsh, material now signed off, translation of patient video in progress. Maternity services now considering how they want to launch this initiative. Pre-natal Alcohol exposure audit identified areas of improvement (training / education and improvement in screening Questionnaire- All Wales).</p>	<ul style="list-style-type: none"> Continue to progress all Heart Failure VBHC Projects now through evaluation phase. To commence discussion regarding handover of projects from Strategy Group to operational management when Service Groups established. Continue to establish VBHC formal project arrangements for Alcohol Care Liaison Service. To ensure robust engagement and ownership of project . To encourage the recruitment process at pace.
Respiratory Planning & Delivery Group: Sub groups: Smoking Cessation, Education & Pulmonary Rehab		<p>Heart Failure VBHC Projects – Emphasis has now shifting to data collection, benefits and outcome analysis as part of the evaluation processes to be established for the projects. Members of the HF VBHC Project teams offered place on accredited / certified Sustainability course funded by VBHC.</p>	<p>Issues</p> <ul style="list-style-type: none"> Alcohol care MH to host and recruit until Care Group structure in place, then handover.
Liver Planning & Delivery Group: Hep C, IQILS, Improving pathways with transplant centre		<p>Cardiac Network - Bid submitted for extension of funding for the Specialist Transitional Care Nurse to enhance support across primary/secondary care pathways – awaiting outcome.</p>	
Alcohol Care Project			
Overall Delivery Confidence			
Reporting Period	Q4 2022-23	<p>Alcohol Care Liaison Service – Delays still ongoing for the recruitment process for the newly funded posts. This will lead to significant underspend which is being closely monitored. Head of VBHC chasing</p>	<p>Escalations: The lack of progress with the Alcohol Care Project recruitment has been escalated to Exec level. There are delays, but mitigating actions now in place.</p>

Ageing Well Strategy Group Update: Q4 2022/23

Authors:
Kevin Duff
Rhian Webber



Progress Highlights

- **Together for Mental Health Partnership Board** – met “in-person” for the first time in 2 years, followed by networking time.
- **Age Friendly Communities** - Community Transport Task and Finish Group - Pontypridd and Cynon for pilots with the work between RCTCBC/Interlink around the Shared Prosperity Fund. (Sub-groups to start to identify what resources are needed over the next 2 years to enact the above).
- **Regional Stroke Service Development** - South Central Stroke Delivery Network Programme: Benji Williams, Regional Stroke Programme Manager, now in post. Appointment of their Programme Clinical Lead – Dr James White.
- **Neurological Conditions** – Neurological Conditions mapping undertaking on AHP/Neuropsychology/Neurology Provision. Commissioning Issues and Service Pressures discussed in last meeting and will inform next meeting. Date set for Neurological Conditions Group’s next meeting.



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

Progress and Achievements

Stroke: Good progress has been achieved with the CTM UHB Optimal Management of Atrial Fibrillation and Hypertension in Primary Care Programme enabling implementation of the programme.

Neurological Conditions – NCIG continues to make progress on work streams around GIRFT, Neuro-rehabilitation, Bevan Commissioned Planned Care Project looking at the patient journey from symptom to diagnosis and Psychological Support

Dementia – The RPB has launched a new campaign - Enhancing Lives By Raising Standards and Improving Dementia Care. This brings people together to improve health, social care and wellbeing across CTM and ensures people living with dementia, their carers and families are shaping decisions that affect their lives.

The campaign raises awareness of a set of 20 standards in place called the 'All Wales Dementia Care Pathway of Standards', which have been created by Improvement Cymru, together with people living with dementia, carers health and social care professionals.

Dementia Programme Manager worked with Dementia Steering Group to allocate slippage funding.

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.

Overall Delivery Confidence



Reporting Period

Q4 2022-23

Dying Well Update: Q4 2022/23

Authors:
Kevin Duff
Rhian Webber



Progress Highlights

- **CTM UHB Palliative and End of Life Care Delivery Group** – Dates set for 2023/24 with pre-meets with new Chair, the Medical Director Primary Care and Community Care Group.
- **Update:** CIVICA, in terms of the inpatient wards for specialist palliative care, has been rolled out across the medical wards.
- **Bereavement Clinical Lead** - Bereavement Link network has met twice, New Care After Death policy initiated, Bereavement checklist created for consistency in after death care, Staff Training is being provided to the bereavement links as well as new staff in their inductions, SLA's written with new contract funeral director for consistency throughout the board at contract level.



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

Progress and Achievements

CTM UHB Palliative and End of Life Care Delivery Group:

- **Care Decisions Guidance** – good links being made with care of the elderly with potential for support in driving forward use of the tool in secondary care services in POWH.
- **Bereavement Link Network** – All Senior Nurses to nominate a Bereavement Champion from every area of the Health Board. Two meetings held to date. Latest session covered policies and new ideas for the champions to go and introduce into their areas. Creating proactive development and giving staff empowerment for change.
- **Exciting future plans for bereavement within CTMUHB** – Bereavement Clinical Lead role has seen engagement from areas and led to changes occurring already. Donna is positive that the future of bereavement support and care after death for our staff and our families is improving and she is dedicated in seeing that through to the end of my secondment.

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.

Overall Delivery Confidence



Reporting Period

Q4 2022-23

Starting Well Strategy Group Update: Q4 2022

Authors:
Jane O’Kane
Charlotte Thomas
Sian Watkins



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



Work Programmes/ Activity	Delivery confidence
Breastfeeding Strategy	
Catering and Nutrition	

Progress and Achievements

- A meeting has been held with the Chair of the Oral Health Advisory Board and it was not clear what support was required from the Strategy Group. Oral Health will now be removed from the Starting Well portfolio but the door will remain open if future support is required.
- Jane O’Kane, Clinical Director initiated the Cancer Framework. Andrea Bevan, Senior Nurse is now leading on this and has been successful in being taken forward by the Bevan Exemplar.
- The Planning team have been working closely with Clare Shears, Senior Nurse for Health Visiting implementing the actions from the Welsh Government Breastfeeding 5 year action . We are also in the early stages of developing a CTM Breastfeeding Strategy supported by PHW. Clare Shears will also be presenting on the current position within CTM on breastfeeding rates and plans to drive improvement at the next Population Health meeting.
- The strategy group is also supporting Gary Howell, Head of Nutrition & Dietetics refocus on improvement plans with Catering & Nutrition for staff and patients with scoping work being undertaken to identify the current situation within CTM and will soon formulate a work plan.

Issues

Challenges remain around stepping back from Parent Infant Relationship Project

Escalations

Overall Delivery Confidence	
Reporting Period	Q4 2022-23

Growing Well Strategy Group Update: Q4 2022

Authors:

Dr Emily Payne

Charlotte Thomas

Sian Watkins

Sarah Stolzenberg



Work Programmes/ Activity	Delivery confidence
Transition planning	
Redesign of Neurodevelopmental services	

Progress and Achievements

- Following an application to the Joint Collaborative Research funding initiative we have secured £2500 of funding. This funding will be used to undertake a project on “ A Study to explore how the process of identifying, assessing, diagnosing and treating neurodevelopmental conditions in children and young people across CTMUHB can be improved”.
- Diabetes –A meeting has been held with the Chair of the Diabetes Clinical Group to discuss the Quality Statements and future involvement of the Strategy Group. Following this meeting a decision has been made to remove Diabetes from the Growing Well portfolio, strategy input not required by Chair at this time. Formal notification on this decision will sent to the Chair.
- Supporting development of Creating Health Programme Board.
- A workshop was held with Q5 to agree pathways for the children and young people healthy weight model . Agreement was reached on how the model should look Q5 will now cost the proposed model.
- Admission of 16-17 year old was endorsed at the Clinical Policies Group held on the 27th February and was approved at the Quality & Safety meeting held on the 16th March. The policy will now be uploaded to the clinical policy pages on SharePoint.
- Work around ensuring clinical areas are accessible to all children & young people is now in the process of being handed over to the operational teams.
- The strategy Group welcomed Sarah Stolzenberg to the team. Sarah will be supporting and driving forward the ND work.

Priorities

- Redesign of Regional neurodevelopmental services

Issues

- Capacity moving forwards due to HoP providing oversight for two system groups.

Escalations

Overall Delivery Confidence	
Reporting Period	Q4 2022/23



Quality Statement: Overview

- National Quality Statements have been published at various times over the last 18 months +. Most have been developed, consulted on via the National Chronic Condition Implementation Groups.
- The Quality Statements set out what high quality clinical service should look like and reflect a consensus of expert and stakeholder opinion about vital areas of focus in the years ahead.
- They enhance focus on improving quality by tackling unfair difference in how service are delivered or received. WG expectation is that NHS services in Wales are delivered in line with recommended clinical practice, so services to be deliver consistently across Wales, and care to be equitable for different groups of people.
- These statements are part of a wider suite of ten documents that set out high level expectation of NHS services and require the NHS to respond through its local planning arrangements. They sit alongside other vital WG policies and strategies that focus on prevention of disease and good diagnostic care.
- They will address some of the big causes of the population's ill health focusing on some of the key chronic conditions.



The Range of Quality Statements



Quality Statement	Date Published	Designated Strategy Group	Discussed at Local Planning & Delivery Group
Palliative Care & End of Life	7 th October 2022	Dying Well	
Heart Conditions	22 nd March 2021	Living Well/Adulthood	Yes
Cancer	March 2021	No	
Respiratory	30 th November 2022	Living Well/Adulthood	Yes
Stroke	22 nd September 2021	Older People	
Critically ill	7 th October 2021	No	
Women's and Girls Health	5 th July 2022	No	
Liver Disease	30 th November 2022	Living Well/Adulthood	
Kidney Disease	30 th November 2022	No	
Neurological Conditions	30 th November 2022	Older People	
Diabetes	January 2022	Growing Well	



Quality Statement: Implementation

- Quality Statements are currently high level policy documents. Health Boards could not currently implement them as they currently stand. Going forward there will be the development of National expected standards of care and specific service frameworks or specifications available for health boards to work towards.
- Transition process in place to move from National Implementation Groups to wider Networks. These Networks will be translating the Quality Standards into practical standards for health boards to implement, with the requirement for data to ensure those standards are being met.
- Networks will be providing health boards with a steer and a level of prioritisation of what work health boards will need to undertake. It is envisaged this will also assist with the IMTP process.
- Ultimately it will be the national Networks which will become the custodians for these Quality Statements.

Local Consideration:

- There will need to be an organisation wide approach to meeting these Quality Statements. The role of Strategy Groups to be determined - focusing on a population health approach, fluid approach to programme of work
- Need to balance local priorities against national steer for implementation - fragile services will need enhancing before moving towards aspirational standards.
- Turbulent environment: Network restructure and CTM Re-organisation. Planning and Delivery Groups no longer fit for purpose, no £1m annual funding for Networks like Implementation Groups had.