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Betsi Cadwaladr
University Health Board

Developing our Clinical Services Strategy

Summary Document



Developing our Clinical Services Strategy

Betsi Cadwaladr University Health Board (BCU HB) is developing a Clinical Services Strategy to help shape future health care for the population of north Wales.

During the latter part of 2021, we asked people for views on our long-term goals for health and health care for the population of North Wales. Many people took time to tell us what was important to them. The majority of those who responded said they thought our long-term goals were still relevant. However, many people said that the goals are too aspirational and that delivery has not progressed, as it should have.

We know that we have much to do to ensure we can deliver the care and support that people have a right to expect. The Covid-19 pandemic changed the way we live our lives. As we move forwards, we need to tackle the problems brought by the pandemic, and improve the services we provide for the people of North Wales. Waiting times for some treatments are long we are working on a recovery plan, which will increase capacity and reduce long waits. We also have some areas where we are not achieving the quality and standards that we all want to see.

We now need to develop more detail on how we will improve health and healthcare. Developing a Clinical Services Strategy will help us plan for the change needed to ensure our services meet the health needs of the people of north Wales in the years ahead.

You can find a copy of the Draft Clinical Services Engagement Document [here](#).

Your views

The strategy will describe what we want to achieve and the principles that will help us do this.

We want to share our work so far and ask you to be involved in developing this work further. Your views are important to us and we will use the feedback we receive to help us shape the final version of the Strategy.

In particular, at this time, we want your views about these four key elements:

- **Our Clinical Vision for North Wales: What we want our work to achieve**
- **Guiding principles: The rules to help us to develop our plans.**
- **Design for the future: The features that are important in developing proposals to make the changes we need.**
- **Our enablers: The key resources we need to make the Strategy a success.**

Background - our population and challenges

North Wales has a population of over 700,000 and is the largest geographical region in Wales with approximately half the area officially classified as rural. Our diverse geography creates a complex mix of care needs that differ significantly between the communities we serve. The Health Board spans six Local Authority areas – Ynys Môn, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham.

We have an aging population, with the percentage of the population aged 85 year and older expected to increase by two thirds cent by 2043. This is important because we know that older people are more likely to be living with one or more complex health issues, such as diabetes or heart disease. We need to address health needs of each individual so that we can support people to manage these conditions better and help them to live their lives to the full.

Whilst the overall health of our population is similar to other parts of Wales, it is not equal across our population. Feedback from recent engagement on our refresh of '**Living Healthier Staying Well**', our overarching Health Board Strategy, emphasised the need for a greater focus on ensuring that we have equitable access to our services and are working to improve the health and wellbeing of all the people we serve.

During the pandemic, the way in which we supported people changed. We were able to offer assessment and treatment in different ways, often remotely by phone or video. Many people have told us that these new ways of working are more convenient and give them more control of their treatment (although we recognise that some people are less able to use technology and will need support.) We do not want to lose the positive changes we have made and need to find a way to make these our 'business as usual.' We face challenges in recruiting and retaining key staff and have a high level of vacancies, meaning that we have to rely on temporary and agency staff; this is costly and has an impact on our ability to provide timely access to care. We must address this so that in future we are able to offer consistently high quality services when people need them.

We do not always delivering timely access to urgent and emergency care. We know that many patients in our hospital Emergency Departments could receive care in other settings. Working with our partners in health and social care, we need to ensure that our services are able to meet the whole range of urgent and emergency care needs. This includes supporting individuals to manage minor ailments and injuries themselves as well as being able to provide rapid access to care for life threatening conditions.

What difference will the Strategy make?

- There will be an improvement in the health and well-being of our population.
- Better outcomes and experience for all the people who use our services.
- Our staff will have the resources they need to provide excellent care.

- The services we provide for our population are safe, of a consistently high quality and make the best use of the resources we have available.
- We will be an attractive employer and people will want to work for us. We will not need to employ as many temporary or agency staff.
- Where we can, we will work with other partners, for example, Local Authorities, voluntary organisations, other NHS providers to plan and provide services together.

Our vision

Our Clinical Vision describes our long-term ambition for clinical services in north Wales, namely:

- A healthier North Wales, where everyone can experience better quality and length of life.
- To provide excellent care, designed around the health needs of the individual (person centred) and delivered in the right place, which might be in a hospital or in a community setting including a person's home, and at the right time.
- To be a learning organisation where staff have the support to transform, innovate and continuously improve our services.
- To work with our partners, including Local Authorities, voluntary and independent sector organisations and other NHS providers to support health and well-being in north Wales, making the best use of the resources we have available.

Discussion: Do you think this is right, is there anything important we have missed or anything you would change? If so why?

Our guiding principles

We are proposing nine guiding principles, which will underpin our plans for clinical services:

- **Person centred and outcome focused:** We will plan services around the health needs of the individual and design them to ensure consistently good outcomes and positive experiences of our services.
- **Co-designed and owned:** We want service users, staff and partners to be actively involved in the design of services. We will encourage and support people to participate in this process.

- **Population health need:** We will develop our plans and design our services to meet the current and forecast health needs of our population.
- **Keeping people well, early intervention and reducing health inequalities:** We want to help people keep well and healthy and when they need treatment, we want this to be available at the right time with equitable access for all.
- **Clinically led and information driven:** We will provide our health care staff with the information systems and tools needed to understand how our services are performing, to identify areas for improvement and monitor the progress of our plans.
- **Transformation and innovation:** We recognise that there are opportunities to provide services in a better way. We will promote and encourage service transformation and innovation and will test plans to make sure they are delivering best value.
- **Right care, right place:** We will adopt an approach that supports self-care and management in the community, where it is clinically appropriate and safe to do so.
- **Excellent high quality care wherever it takes place:** We want all our clinical services to be safe, sustainable, resilient and high quality wherever they take place.
- **Effective collaboration and partnerships:** We will seek out opportunities for effective collaboration and partnerships to meet people's healthcare needs.

Discussion: Do you think this is right, is there anything important we have missed or anything you would change? If so why?

Our Design for the future

There are a number of features, which will help us develop specific proposals to deliver excellent health care services:

- **Primary Care:** We will seek to improve and expand the range of health care services provided by primary care healthcare professionals, for example by GP's, dentists, pharmacists and opticians in the community reducing the demands on our hospital services.

- **Community hospitals:** We value our Community Hospitals and want them to be an integral part of the network of services we will establish to make best use of local assets to support well-being and good health across our communities.
- **Primary care and community facilities:** We want to make best use of these facilities to deliver services closer to home and support the development of health and well-being services in partnership with others.
- **Acute Hospitals:** There will continue to be three principal acute hospitals in north Wales - Ysbyty Gwynedd, Ysbyty Glan Clwyd and Wrexham Maelor Hospital, each providing emergency care and associated clinical services.
- **Regional Treatment Centres:** We will establish Centres in purpose built new facilities supported by the latest technology, which will deliver a range of outpatient, diagnostic and therapy services, including some minor surgery, and enable us to improve timely access to care.
- **New service models:** We recognise that in order to deliver excellent services in a safe and sustainable way we may need to adopt new models of care. Examples include, but are not limited to, using technology to support 'virtual' rather than traditional face to face appointments, establishing specialist centres of excellence at different locations across north Wales.
- **Specialised Services:** Some specialised services are provided outside north Wales, for example neurosurgery or cardiac surgery. Where appropriate to do so we will look to provide elements of this care, for example diagnostic tests, locally and to ensure that care is as seamless as possible.
- **North Wales Medical and Health Sciences School:** Together with Bangor University, alongside other higher education bodies and partners in the region, we have an ambition to develop a Medical and Health Sciences School by 2025. We anticipate significant benefits from this development including – creating a more sustainable workforce, encouraging research and innovation and building bi-lingual skills.

Discussion: Do you think this is right, is there anything important we have missed or anything you would change? If so why?

Enablers

We recognise that we need to have the right resources in place to implement the Clinical Services Strategy successfully. Our key resource 'enablers' relate to People (our workforce), Estates (our building and facilities) and Digital (our information

technology systems). We have current strategies in place or in development relating to these, as summarised below

People (in development)

We will encourage the development of innovative models of care to make the most effective use of our clinical workforce. We will seek to create a culture that supports and empowers our staff to understand the value of the services they provide and where continuous improvement is the norm.

Estates (available on request)

We will seek out opportunities to use our Estate to transform services. This includes our existing commitment to redevelop the Ysbyty Wrecsam Maelor site and to undertake fire safety compliance works at Ysbyty Gwynedd. In line with our Estates Strategy, we will review our use of local hospitals, primary and community facilities to ensure we are making best use of these resources, particularly to support the provision of services closer to home.

Digital ([BCUHB Digital Strategy](#))

In line with our digital strategy we will consider a ‘Digital first, leaving no one behind’ approach to service redesign and improvement. We are committed to implementing an electronic Health Patient Record, improving our digital infrastructure and connectivity and ensuring that we have standardised and consistent systems, which are fit for purpose and have the confidence of our staff and service users. We want to be at the forefront of the digital revolution in healthcare leading the way in the use of new technologies including Artificial Intelligence and robotic assisted surgery.

Discussion: Do you think this is right, is there anything important we have missed or anything you would change? If so why?

Our next steps

We see this as part of an ongoing conversation about the development of future health care for North Wales. During the next months, we will be building on feedback we receive and our design principles to develop more details of the shape of future services. We will involve our service users, partner organisations and representatives of our population as we do this. We hope this will be part of a more open discussion with our community regarding the health services we need for the future.

If you are interested in being involved in this conversation, have your say via our [public questionnaire here](#). The deadline for completion of the questionnaire is 30th June 2022.

Please visit the Health Board’s [website](#) for further information.