



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Plan on a Page

Our 5 Planning Principles



In 2018, we produced our long term strategy for health and well-being, Living Healthier, Staying Well (LHSW) following extensive engagement with patients, carers and community organisations, as well as our staff and partner organisations.

During 2021 we have undertaken follow-up engagement to test whether the goals and principles are still relevant, three years on, and in the light of the changed environment brought about by the Covid-19 pandemic. The majority of respondents strongly agreed or agreed that the core goals of the strategy are still relevant.

A number of messages emerged from the engagement exercise regarding the need for greater clarity in the strategic direction of the Health Board. People reported that the vision within LHSW seemed right but that it was difficult to translate into ideas for service development that fitted together and ensured we prioritised those areas that would best deliver LHSW.

This was helpful feedback and led us to look beyond the Health Board to world class healthcare providers nationally and internationally. We were struck by the clarity of the 'Plan on a Page' approach adopted by many of them. In particular, we found the experiences of the Virginia Mason Institute in the USA both helpful and powerful.

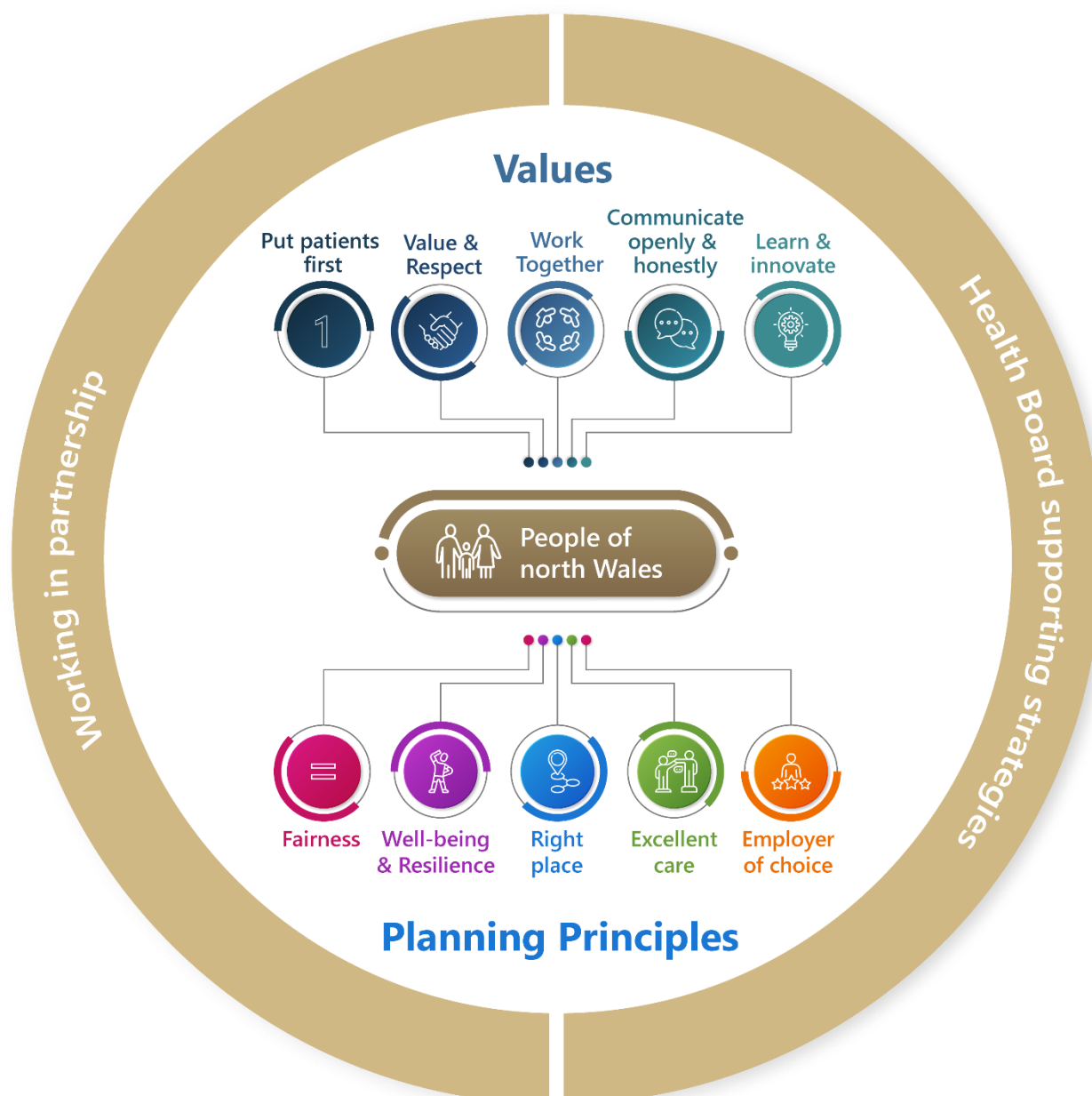
Strategic documents and plans will still be required in many areas. But our Plan on a Page, describing 5 Planning Principles holds us true.

Put simply,

- if a proposal, or improvement measures well when tested against the 5 Planning Principles it will almost certainly strongly contribute to moving us towards LHSW, and to delivering the NHS Wales framework and A Healthier Wales.
- if a proposal, or improvement measures well when tested against the 5 Planning Principles it will also almost certainly strongly contribute to delivering high quality care to rival world class providers of healthcare.
- Conversely, if a proposal measures poorly when tested against the 5 Planning Principles then it requires careful further thought. There are good reasons why this may sometimes be the case, even with well-planned priorities. However more often, it will be because the proposal would benefit from review and reshaping.

From 2022 onwards we are testing all of our developments against the 5 Planning Principles as a matter of course. The principles are hard-wired into our business case and planning cycle such that an early test against the principles occurs in all cases. Furthermore our Transformation and Improvement Team ensure the principles are built into individual pieces of continuous improvement activity, where a more formal business case is usually not required.

Doing this ensures that we get best value from our service improvement and development programmes, in line with the principles of Value Based Healthcare.



- 
Fairness we will reduce avoidable and unfair differences in health
- 
Well-being & Resilience we will maximise prevention, self-care, well-being, and strong community networks
- 
Right place we will provide services that are sustainable, delivered close to where people live where it is safe and effective to do so
- 
Excellent care we will design services that can deliver world-class outcomes and experience for patients
- 
Employer of choice we will work, and organise, improve and transform ourselves, to support our teams to flourish



**GIG
CYMRU
NHS
WALES**

Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

Our Plan on a Page brings together our existing Values and the 5 Planning Principles. The people of north Wales are very deliberately the centre of our plan, since delivering high quality healthcare to the people of north Wales is our reason for being.

Wrapped around are the wider strategies and plans that shape some of the detail of our services in greater detail, alongside our absolute commitment and need to work in partnership with other organisations.

The 5 Planning Principles:



Access to our healthcare services must be fair across all walks of society in north Wales. The evidence to support this requirement is compelling and irrefutable. Ensuring fairness of healthcare opportunity across the population is complex and multi-faceted, and this planning principle is intended to ensure we maximise opportunities to improve fairness.

This means that we will evolve our Population Needs Assessments at cluster level to identify important areas for service improvement, as well as using tools such as Atlases of Variability to identify areas where inconsistency in 'our offer' to our communities is unwarranted and likely to be suboptimal.

But it also means that, whenever we consider service developments that have not been triggered by concerns about fairness, we ensure we take the opportunity to ensure that those developments also optimise fairness within the service being developed.



Whilst overall health in North Wales is good, we still have long-standing health challenges across the region. These include our high smoking rates, issues relating to obesity (all ages), and limited physical activity levels.

Evidence clearly demonstrates that some of the highest value health interventions we could support relate to good self-care and the prevention of chronic disease.

In recent years we have successfully progressed our work to support healthy choices, promote self-care, ensure a focus on prevention and resilience work, and to support clinical pathway work.

We will continue to build on our activities and our plans for improving the health and well-being of the population in North Wales in partnership through whole system working – building on our work with localities, local authorities, universities and the Third Sector.



Prehabilitation

David is 54 and lives with his family in Rhyl. From being a keen runner when he was younger, David has – by his own admission – become rather inactive in recent years.

Partly, this is due to an increasingly painful knee – originally a sports injury, over time it had become worse and now made mobility a real problem for David. In consultation with his Physio, David was referred for surgery at Ysbyty Glan Clwyd Hospital.

David was surprised that the surgery was planned as a 'day case', with no overnight stay in hospital. But he understood the reasons when his surgeon explained that this can make recovery faster and reduces the risk of infection.

Before his surgery, the hospital team worked with David to get him as fit as possible for surgery – also known as "Prehab" - which can improve long term outcomes.

So David began an intensive weight loss and an exercise programme that he could manage with his knee.

Now fully mobile again, David jokes that his GP prescribed him swimming twice a week instead of painkillers – and he hasn't felt healthier in years.

Day case surgery also takes pressure off the busy surgical team as they work hard to bring down waiting lists caused by the Covid-19 pandemic.



Right place

Our ambition is to deliver sustainable care, provided as close to where people live as possible, where it is safe and effective to do so.

In some cases, we could deliver more effective care, more consistently, by rethinking how and where we provide some of our specialist, highly complex interventions. In other cases we could achieve better outcomes, with care being delivered closer to people's homes (or in their homes), by rethinking how we provide our less complex interventions. For example by ensuring that we adopt less medicalised approaches to the delivery of healthcare using the 'social model of [health]care' rather than the traditional 'medical model'.

This approach also supports the Health Board's role as an anchor institution in north Wales, progressing foundation economy principles.

Glenys is 82 and lives in Holyhead, alone since her husband passed away. Last year, she had a fall at home. Her GP was concerned and Glenys was referred to Ysbyty Penrhos Stanley, her local community hospital, for an X-ray.



Glenys was not badly injured, but she was frail. Too often, older people in this situation are admitted to hospital and then often move into residential nursing care rather than continuing to live at home.

The community hospital alerted the local frailty service, which is designed to support people like Glenys. The team was confident that Glenys could return home with support.

Key considerations when identifying the right place to deliver healthcare services

Expertise:	<i>The availability of experienced clinicians when dealing with complex, or uncommon conditions</i>
Equipment:	<i>The need for complex equipment, or specific environmental circumstances</i>
Process:	<i>The opportunity of scale to minimise waiting</i>
Judiciousness:	<i>Being aware of the risk of overplaying the scope of medical interventions over less medicalised interventions</i>
Most importantly,	<i>Having high quality 'what matters to you' conversations with the person/patient/service user</i>

Redesign occurs within the context of a number of different policy documents and drivers; the opportunities for exciting and sustainable redesign have never been greater. This includes the desire to develop the ambitions outlined within a Healthier Wales, the new Primary Care Model for Wales and our own strategic desire to de-medicalise (and instead 'socialise') primary and community services where it is appropriate to do so.



Excellent care

Like other NHS organisations, we wish to further focus further upon outcomes and service-user experience because this provides an opportunity to grow as an organisation that relentlessly pursues the consistent delivery of excellent care.

This means it is not good enough to believe our services will be good, we must be able to prove it with evidence from patient feedback, benchmarking of our outcomes with other providers, and a consistent adoption of evidence based recommendations.



Employer of choice

As the largest Health Board in Wales and one of the largest employers in North Wales, we recognise that the people who work with us to provide services and care (our workforce and volunteers) must be valued. And not just for their dedication and contribution to achievement of our purpose, but importantly, as members of local communities, contributing to the wider socio economic prosperity and health of North Wales.

We will build upon achievements to date to embrace the role that we play in both employing the right people with the right skills to provide services in the right place, and in developing opportunities (together with partners) for members of our communities to gain and maintain employment and to achieve their ambitions.

Often, this will mean supporting other organisations to provide a service where they are better skilled or equipped to obtain the best possible outcomes.