Integrated Medium Term Plan 2022/25

Appendix 3
2022/23 Development Priorities – detail

Ref No	Title
a.2022.1	**Care Home support**

Short description

To support the care home sector to deliver safe effective care to our residents of North Wales and ensure a standardised programme of assurance and development

Longer description

The Care Home Quality Assurance Framework is being co-developed and implemented in partnership with local authorities and providers. This is a 3-year programme of work and will continue to develop and evolve in line with service needs

Measure 1	Timeline 22/23
Finalisation of a Quality Assurance Framework meeting the needs of BCU and our 6 LA partners (already commenced in partnership)	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Team to have introduced tool into 25% of homes	A M J J A S O N D J F M

Measure 3	Timeline 22/23
Team to have introduced tool into 50% of homes	A M J J A S O N D J F M

Measure 4	Timeline 22/23
Team to have introduced tool into 75% of homes	A M J J A S O N D J F M

Ref No	Title
a.2022.2	**Colwyn Bay Integrated services facility**

Short description

Providing Extra Care Housing, 'intermediate' healthcare, and MDT working across services. Partnership project between Conwy County Borough Council, BCUHB and Grwp Llandrillo Menai.

Longer description

A multi-year partnership between Conwy County Borough Council (CCBC), Betsi Cadwaladr University Board (BCUHB) and Grwp Llandrillo Menai (GLLM) to establish an integrated Health & Social care facility in Conwy which includes
- Extra Care Housing Apartments
- Multi Agency Office/Clinic Space
- Training and development suite
- Intermediate care facility
- Bespoke local provision to meet the additional learning needs of young adults with complex needs.

Measure 1

Stakeholder Engagement on service model commenced

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Measure 2

Draft business case produced and circulated for corporate assurance purposes across Partner organisations

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Measure 3

Subject to positive outcome from measure 2, formal business case produced and submitted for consideration

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Ref No	Title
a.2022.3	**Continuing Healthcare infrastructure**

Short description

That all north Wales residents are assessed for health funded care (CHC) in a timely way and receive safe, high quality, equitable care.

Longer description

This work will support the Health Board to undertake initial assessments, commission services that are fit for purpose, and monitor CHC placements in a timely way, adding value to the placement and providing support to the care providers.

Measure 1 — Timeline 22/23

Implement year 3 of the care homes fee rebasing programme, along with any actions required as a result of the ongoing market stability report

A M J | J A S O N D J F M
(highlighted: A M J)

Measure 2 — Timeline 22/23

At least 75% of care homes will have signed up to the Pre-placement Agreement, and with 'open book accounting' in place, in addition to the standard service specification

A M J | J A S | O N D J F M
(highlighted: J A S)

Measure 3 — Timeline 22/23

Full implementation of the CHC framework, reporting against nationally agreed KPIs

A M J J A S | O N D | J F M
(highlighted: O N D)

Measure 4 — Timeline 22/23

End of year review of compliance with service specification complete

A M J J A S O N D | J F M
(highlighted: J F M)

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
This is because the scheme is dependent upon recruitment and training of sufficient CHC clinical assessors, and current Covid-19 pressures within the care home sector will create a challenging recruitment environment.

a.2022.4	**Covid vaccination and Test, Trace and Protect (TTP)**

Short description

Deliver an ongoing programme of vaccination and boosters for Covid-19 through 2022/23.

Longer description

This programme, by necessity, will develop iteratively as the requirements of vaccination and tracing continue to evolve during the pandemic.

The Covid-19 vaccination programme is currently delivering phase 3 – booster vaccination, third dose and young people. The Health Board has received a guidance from Welsh Government (awaiting the JCVI guidance and confirmation on next steps) on their best guess proposal for 22/23. The would require circa 650k vaccines to be delivered between April and December. BCU COVID Programme team are currently developing operational delivery scenario plans to meet government timelines.

Measure 1	Timeline 22/23
Due to the fast evolving position with this priority, we have not set SMART outputs as part of the IMTP	A M J J A S O N D J F M

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
This is because the scheme is iterative given the evolving Pandemic environment, combined with a potentially significant workforce ask to deliver vaccination and TTP.

Ref No	Title
a.2022.5	**Digitisation of Welsh Nursing Care Record**

Short description

Implementation of a digital nursing system to replace paper nursing documentation within adult hospital settings.

Longer description

This is in line with standardisation and digitisation of Adult Inpatient Nursing documentation across Wales. This work will enable nursing documentation to be utilised by all members of the multidisciplinary team.

Measure 1	Timeline 22/23
Mobile devices set up and system live in East	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Mobile devices set up and system live in Centre	A M J J A S O N D J F M

Ref No	Title
a.2022.6	**Eye Care**

Short description

Transform the provision of eye care services and deliver a sustainable service for the population of North Wales.

Longer description

This will be delivered in line with the national Eye Care pathways.
1. Optimisation of current Integrated pathways, and expansion to deliver Diabetic Retinopathy closer to home;
2. Use of prudent Intravitreal Treatment and Age Related Macular Degeneration pathways;
3. Implementation of the National Digital Eye Care Platform programme

Measure 1

Implement National Intravitreal Treatment (IVT)/Age Related Macular Degeneration (AMD) Pathway

Timeline 22/23

A M J	J A S O N D J F M

Measure 2

Implement rolling delivery of Open Eyes All Wales Digital system

Timeline 22/23

A M J	J A S O N D J F M

Measure 3

Local planning group in place to support implementation of Integrated Eye Pathways arising from National Optometric Contractual reform

Timeline 22/23

A M J	J A S	O N D J F M

Ref No	Title
a.2022.7	**Further development of The Academy**

Short description

Further development of the Academy to sustain, expand and further develop the Primary Care workforce, in line with the all Wales model for Primary Care, expanding beyond Primary Care as capacity and resource allows.

Longer description

The Academy is focusing on the achievement of the following objectives:
•Implementation of a recruitment and retention strategy for primary care in north Wales
•Increasing the workforce capacity with Primary and Community care settings to meet the needs of the population
•Increasing the number of Education and Training programs designed to meet the needs of our workforce in Primary and Community Service
•Development, testing and evaluation of new ways of working to ensure the sustainability of Primary and Community services and bring care closer to home
•Increasing the number of Research and Development studies within Primary and Community Services

Measure 1	Timeline 22/23
Expand offer to 12 training / student placements in Academy Training Hubs	A M J **J A S** O N D J F M

Measure 2	Timeline 22/23
Appoint 8 x supernumerary trainee posts in General Practice	A M J J A S **O N D** J F M

Measure 3	Timeline 22/23
Increase the uptake of apprenticeships in primary care with up to 6 apprentices	A M J J A S O N D **J F M**

Measure 4	Timeline 22/23
Provide opportunities for reflective practice for at least 16 new Advanced Clinical Practitioners in primary care & community settings	A M J J A S O N D **J F M**

Measure 5	Timeline 22/23
Build upon the exposure the Academy is receiving nationally, and the positive impact this will have upon recruitment, by ensuring at least 4 Academic posters are accepted in national conferences	A M J J A S O N D **J F M**

Ref No	Title
a.2022.8	**Health & Safety Statutory Compliance**

Short description

Improve levels of the Health Boards health and safety and statutory compliance requirements.

Longer description

Improve levels of the Health Boards health and safety and statutory compliance requirements. Reduce the organisations exposure to future potential prosecution / litigation by external regulators for failure to comply with current health and safety legislation. This will be achieved through the production of a 3 year OHS Compliance Strategy and Security Review, including:
- Fit Testing Programme
- Occupational Health, Wellbeing, Health & Safety
- Security, and
- Manual Handling training for staff

Measure 1

Trial of e-learning training package for IOSH managing safely competed

Timeline 22/23

A M J | J A S O N D J F M

Measure 2

70% of staff at Band 8d and above to be trained

Timeline 22/23

A M J J A S O N D | J F M

Measure 3

Develop the Fit Testing Programme to achieve Fit2Fit accredited status

Timeline 22/23

A M J J A S | O N D | J F M

Ref No	Title
a.2022.9	**Home First Bureaus**

Short description

Resource the Home First Bureaus on a sustainable basis, with a consistent and standardised North Wales model in place to maintain the 'Home First' principles on a 7 day week basis.

Longer description

During the pandemic three multiagency Home First Bureau were established to support the timely and appropriate transfer of patients from acute and community hospitals back to their own homes. HFBs provide short-term care and re enablement in people's homes or the use of 'step-down' beds to bridge the gap between hospital and home this means people no longer need to wait unnecessarily for assessments in hospital.

Measure 1	Timeline 22/23
Identify benefits across all care systems including savings made using key performance indicators across the service	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Competion of an appropriate business case for extending the service, incorporating clear 'return on investment' detail	A M J J A S O N D J F M

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Recruitment may be a challenge and could potentially impact upon other nurses services, based on volume of nurses posts being recruited to.

Ref No	Title
a.2022.10	**Implementation of Audiology pathway**

Short description

Advanced Practice Audiologist as first point of contact in Primary Care for people with hearing loss, tinnitus, earwax and specific balance difficulties, achieving better outcomes and releasing GP capacity. Significant backlogs in demand exist relating to hearing related conditions: hearing loss, balance and tinnitus.

Longer description

This scheme provides access to an Advanced Practice Audiologist as the first point of contact in a Primary Care for people with hearing loss, tinnitus and specific balance difficulties; improving patient access, achieving better outcomes and releasing GP capacity to manage more complex conditions and cases. The scheme includes implementation of the Welsh Government pathway for ear wax removal, complaint with NICE guidance.

Measure 1

Access to advanced practice audiology as first point of contact in primary care - increased to 50% of BCU area

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Measure 2

Access to advanced practice audiology as first point of contact in primary care - increased to 75% of BCU area

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Staff types trying to recruit to means that this deliverability is rated as amber.

Ref No	Title
a.2022.11	**Improving minimal access surgery in gynaecology and north Wales specialist endometriosis care**

Short description

Commence implementing a 3-year strategy to open a north Wales Endometriosis centre, repatriating services to provide care closer to home.

Longer description

Developing a 3-year to open a North Wales Endometriosis centre, with initial support and mentoring from experienced Endometriosis strategy specialist Consultants for initial 24 months to 36 months. This will result in total upskilling of our gynaecology surgical practice across BCUHB allowing repatriation of patients with complex Endometriosis, providing care closer to home. An adjunct to this scheme overall, is that the rates for minimal access surgery for Gynaecology procedures in general such as hysterectomy will increase.

Measure 1

Align service with the proposal for the development of Regional Treatment Centres

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Measure 2

Designate local clinical leads for Endometriosis

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Measure 3

Endometriosis leads and additional designated Gynaecologists to commence ATSM training in

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Ref No	Title
a.2022.12	**Long Covid**

Short description

Develop the patient pathways required to support the population to manage the longer-term health conditions resulting from long Covid, and improve their outcomes.

Longer description

This work will
▪develop the patient pathways as required to support the local population to manage the longer-term health conditions resulting from Long-COVID and improve their outcomes;
▪manage the impact of long Covid on our health and care workforce;
▪work with partners to develop the knowledge base around post-Covid recovery;
▪deliver sustainable service improvements to the care and management of patients presenting with chronic conditions and / or complex morbidity in the community by developing the programme into a multi-morbidity programme.

Measure 1 — Timeline 22/23

Successful roll out delivery of interim service model to Central Area (completed in West and East during 2021/22)

A	M	J	J	A	S	O	N	D	J	F	M

Measure 2 — Timeline 22/23

Agreement of a 'multi-morbidity model' for the service, built upon learning from the interim model and with the support of the Lived Experience Reference Group

A	M	J	J	A	S	O	N	D	J	F	M

Measure 3 — Timeline 22/23

Phased introduction of multi-morbidity model commenced

A	M	J	J	A	S	O	N	D	J	F	M

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Short-term staff currently providing the service may not stay as permanent staff. The number of staff required means this is rated as amber.

Ref No | Title

| a.2022.13 | **Lymphoedema** |

Short description

Adoption of lymphoedema education programme, using VBHC principles.

Longer description

On the Ground Education Programme (OGEP) - recruitment to the lymphoedema service to commence a formal and practice-based education programme using the 'Agored' model to effectively manage people with chronic oedema and 'wet legs'.

Measure 1 | Timeline 22/23

| Permanently recruit to seconded posts | A M J J A S O N D J F M |

Measure 2 | Timeline 22/23

| 90% of relevant staff in an identified community area will complete training programme | A M J J A S O N D J F M |

Measure 3 | Timeline 22/23

| 90% of those patients with chronic oedema / lower leg ulceration and wet legs will be assessed using OGEP | A M J J A S O N D J F M |

Ref No	Title
a.2022.14	**Mental Health Improvement scheme - AISB Joint Commissioning**

Short description

Joint approach to commissioning health and wellbeing services for local population via community localities.

Longer description

Driven through the respective AISBs with a focus on addressing the physical health and mental health of the local population, clearly looking to address prevention and crisis management, and to support care homes.

As a divisional objective, this funding will create an opportunity for effective joint planning for the provision of services & joint approach to commissioning health and wellbeing services for local population via community localities, and will also align to closer working with Community Mental Health Teams.

Measure 1

Commence agreed initiatives that deliver improved availability and access to tier 0 support services across North Wales

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Ref No	Title
a.2022.15	**Mental Health Improvement scheme - CAMHS Training and Recruitment**

Short description

Expand and broaden the Child and Adolescent Mental Health Service (CAMHS) workforce, including development of nurse prescribing.

Longer description

Recruitment of three CAMHS Higher Specialist trainees posts, one in each Area team to support CAMHS Psychiatry provision. The three posts have been included within national training numbers by HEIW.

Recruitment of a Nurse Prescriber for each of the three CAMHS Area teams to support Medical colleagues and develop the CAMHS workforce.

Measure 1	Timeline 22/23
Recruitment of Nurse Prescriber posts	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Induction and local training for Nurse Prescriber posts and production of job plans aligned with service need	A M J J A S O N D J F M

Measure 3	Timeline 22/23
Recruitment of two Higher Specialist trainee posts to start in August (one post started in August 2021) in line with allocation of NTNs from HEIW	A M J J A S O N D J F M

Ref No	Title
a.2022.16	**Mental Health Improvement scheme - CAMHS Transition and Joint working**

Short description

To provide a seamless services for patients / younger persons transitioning into Adult MH

Longer description

Development of regional CAMHS Transformation Support team to support delivery of TI programme and appointment of two posts within each Area to support transition and joint working with partners.

Measure 1

Appointment of transition/joint working youth worker and HCSW for each Area – induction and job plan developed

Timeline 22/23

A M J J A S O N D J F M

Measure 2

Implementation of pathway for young people in out of area beds requiring transition to AMH inpatient care

Timeline 22/23

A M J J A S O N D J F M

Measure 3

Ongoing use of transition pathway and audit tool, including development of learning in form of action plan. Audit scheduled for July 2022

Timeline 22/23

A M J J A S O N D J F M

Ref No	Title
a.2022.17	**Mental Health Improvement scheme - Early Intervention in Psychosis**

Short description

Provide an early intervention service for people with a first episode of psychosis, supporting education, employment and life choices.

Longer description

The Early Intervention service is a new specialist service for people who develop a first episode psychosis. This will be established as a regionally managed service with local delivery in each area. The service will be established in the following phases. In phase 1 we will develop the East team and central Team. In Phase 2 we will recruit the central and West posts, develop the West team and realign existing service to the new service model.

Measure 1

Recruitment of team to achieve attainment against National Standards and WG compliance with the requirement for an EIP service, providing a full range of mental health support to people 16+

Timeline 22/23

A M J **J A S** O N D J F M

Measure 2

Programme of training commenced for all disciplines including, Family interventions, CBT, Physical Health Monitoring and Intervention, Assessment : CAARMS; DIALOG; OPR; PANSS

Timeline 22/23

A M J **J A S** O N D J F M

Measure 3

Business Case developed for further roll out of the service model (Phase 2 West)

Timeline 22/23

A M J J A S O N D **J F M**

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Current Service Challenges may be a barrier to recruitment in mental health services.

Ref No	Title
a.2022.18	**Mental Health Improvement scheme - Eating Disorders Service development**

Short description

Improve service provision for both early intervention and treatment at Tier 2 (Community Mental Health Teams) and improving provision of local inpatient services.

Longer description

Improve service provision for early intervention and treatment at Tier 2 (Community Mental Health Teams) and responding to Atlas of variation. Improve current eating disorder service provision in North Wales. Develop the MARSIPAN Team to facilitate local medical and psychiatric admissions for emergency department patients (MARSIPAN: Management of Really Sick Patients with Anorexia Nervosa, Royal College of Physicians, 2014).

Measure 1 | Timeline 22/23

Recruitment of MARSIPAN team to improve service provision for early intervention and treatment at Tier 2 and to facilitate local medical and psychiatric admissions

A M J **J A S** O N D J F M

Measure 2 | Timeline 22/23

Completion of in house and NICE Guidelines Compliant training and supervision for Eating Disorders

A M J J A S **O N D** J F M

Measure 3 | Timeline 22/23

Measure the outcomes of the service that sees all clients with suspected eating disorders in BCUHB having specialist assessment and treatment plan in place within 4 weeks or 1 week if urgent (as per NICE 2017 guidance)

A M J J A S O N D **J F M**

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Current Service Challenges may be a barrier to recruitment in mental health services.

Ref No	Title
a.2022.19	**Mental Health Improvement scheme - ICAN Primary Care**

Short description

Roll out of cluster based ICAN Occupational Therapists and Community Connectors providing real alternatives to avoidable medicalisation.

Longer description

ICAN Primary Care brings Mental Health Practitioners into GP Clusters to offer a flexible service based on individual and cluster need, working with individuals in crisis but also completing more managed intervention and working with community resources.

Measure 1	Timeline 22/23
Completed recruitment of Band 7 Mental Health Practitioners into each Primary Care Clusters	A M J **J A S** O N D J F M

Measure 2	Timeline 22/23
Training plan in place and being following for 'trauma informed care' and 'psychologically minded interventions' for recruited practitioners	A M J J A S **O N D** J F M

Measure 3	Timeline 22/23
Routine collection of PROM ReQol10 and PREM data to demonstrate effectiveness of service change	A M J J A S O N D **J F M**

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Current Service Challenges may be a barrier to recruitment in mental health services.

Ref No	Title
a.2022.20	**Mental Health Improvement scheme - Medicines Management support**

Short description

To provide dedicated medicines management across the division including inpatient units and CMHTs.

Longer description

Provide Area mental health pharmacy teams to support patients and staff in the community. The teams will work flexibly according to the needs and priorities of the virtual Area teams to deliver key outcomes such as improved mental health and reduced crisis/admissions. The initial project will focus on three key deliverables: Increasing team capacity; Improving concordance and patient satisfaction / empowerment; Robust medicines management and prescribing processes.

Measure 1 | Timeline 22/23

Completed recruitment of MH medicines management team

A M J **J A S** O N D J F M

Measure 2 | Timeline 22/23

Training plan in place and being followed to non-pharmacy staff across Mental Health team, delivered by strengthened medicines management team

A M J J A S **O N D** J F M

Measure 3 | Timeline 22/23

Undertake evaluation of early impact upon medication prescribing and dispensing across the division

A M J J A S O N D **J F M**

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Current Service Challenges may be a barrier to recruitment in mental health services.

Ref No	Title
a.2022.21	**Mental Health Improvement scheme - Neurodevelopment recovery**

Short description

Recovering access to neurodevelopmental (ND) services.

Longer description

A sustainable workforce plan will be developed to include a recruitment attraction and retention drive to address staffing challenges due to national shortages of staff for all ND services. The plan will inform future business cases to support the development and improvement of the whole service.

Measure 1

Identifying /scoping workforce requirements, developing business cases and plan recruitment

Timeline 22/23

A M J J A S O N D J F M

Measure 2

To develop a new tender for interventions, to further support families post diagnosis

Timeline 22/23

A M J J A S O N D J F M

Ref No	Title
a.2022.23	**Mental Health Improvement scheme - Older Persons Crisis Care**

Short description

Development of Crisis care support for older adults (over 70) with an acute mental illness and people of any age living with dementia.

Longer description

Develop alternative pathways for people experiencing a mental health crisis that can work into the community and care home setting in order to proactively prevent hospital admissions. Create a more integrated, innovative care system and culture which prevents, but where necessary, responds effectively to episodes of acute mental health need and crisis.

Measure 1	Timeline 22/23
Complete recruitment to posts identified to deliver OPMH/Dementa proposed model of care	A M J **J A S** O N D J F M

Measure 2	Timeline 22/23
Evaluate overall impact on avoidable hospital admissions due to crisis against 2019/20 baseline	A M J J A S O N D **J F M**

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Current Service Challenges may be a barrier to recruitment in mental health services.

Ref No	Title
a.2022.24	**Mental Health Improvement scheme - Perinatal Mental Health Services**

Short description

Develop and expand the North Wales Perinatal Mental Health Service, aligned to Welsh Government guidance.

Longer description

Further, expand service to meet the needs of the population that will deliver better outcomes for women, their babies and families with, or at risk of perinatal mental health problems. The introduction of additional resources would enable the team to work more proactively in detecting and preventing mental disorder.

Measure 1   Timeline 22/23

Complete recruitment of specialist roles to team

A	M	J	J	A	S	O	N	D	J	F	M

Measure 2   Timeline 22/23

Completion of necessary training for all disciplines including Cognitive behavioural treatment and Compassion focus therapy training

A	M	J	J	A	S	O	N	D	J	F	M

Measure 3   Timeline 22/23

Benchmarking the Perinatal Service against the Royal College Standards and agree priority areas for improvement in years 2 and 3

A	M	J	J	A	S	O	N	D	J	F	M

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Current Service Challenges may be a barrier to recruitment in mental health services.

Ref No	Title
a.2022.25	**Mental Health Improvement scheme - Psychiatric Liaison Services**

Short description

Appropriate and consistent psychiatric liaison response across North Wales. Further development of pathways & workforce, and improve patient experience.

Longer description

The additional liaison workforce will improve focus upon recurrent admissions, to provide the right interventions at the right time.

Measure 1	Timeline 22/23
Successful recruitment of PLS nurses	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Complete, and have implemented, working process review to focus upon delivering shorter waits in ED	A M J J A S O N D J F M

Measure 3	Timeline 22/23
Review Q4 delivery against Psychiatric Liaison Accreditation standards	A M J J A S O N D J F M

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Current Service Challenges may be a barrier to recruitment in mental health services.

Ref No | Title
a.2022.27 | **North Wales Medical School**

Short description

Establishment of an independent North Wales Medical Programme in partnership with Bangor University by 2025.

Longer description

Responding to the announcement by the Minister for Health & Social Services achieve the joint vision of Bangor University & BCUHB to develop and deliver a North Wales Medical Programme which is GMC accredited by 2025.

Measure 1 | Timeline 22/23

Board support of a co-designed ambitious proposal for the development of a school which is fully aligned to our other strategies and plans | A M J J A S O N D J F M

Measure 2 | Timeline 22/23

Successful admissions to increased student numbers announced by the Minister for Health & Social Care in September 2021 | A M J J A S O N D J F M

Measure 3 | Timeline 22/23

Stage 2 of the GMC Accreditation Process completed | A M J J A S O N D J F M

Ref No	Title
a.2022.28	**Operating Model**

Short description

Implement revised senior leadership structure to facilitate movement to Integrated Health Community and Pan North Wales operating model.

Longer description

The Operating Model is defined as the 'arrangements for how we organise and manage the business of the Health Board'. Specifically the Operating Model describes the:
- Design principles, outlining the basis for model design, what it will achieve for the people we serve and the people who work with and for the Health Board;
- High level structure of the organisation, including Executive Team portfolios, the arrangements for the most senior tiers of clinical operational management, accountabilities and reporting lines;
- Operational ways of working, which support organisational effectiveness, aligned to the governance and performance accountability frameworks.

Measure 1	Timeline 22/23
Appointment to key leadership roles	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Implementation of full operating Model	A M J J A S O N D J F M

Measure 3	Timeline 22/23
Post implementation gateways	A M J J A S O N D J F M

Ref No	Title
a.2022.29	**People & OD Strategy – Stronger Together**

Short description

Delivery of the 5 programmes of work following the Discovery phase of Stronger Together.

Longer description

Combination of subject matter expert and programme resource to drive forward and facilitate co design and delivery. Resource "pot" to enable appropriate commissioning and delivery of specialist work and/or devolvement of enabling budgets to Health Communities as appropriate under new Operating Model.

Measure 1	Timeline 22/23
Individual projects to develop benefits detailed benefits realisation measures (outcome/process/primary & latent)	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Migrate information oversight and assurance mechanism to central PMO function	A M J J A S O N D J F M

Measure 3	Timeline 22/23
External specialist resource - complete tendering exercise for external providers (if required) and award tender to ensure delivery of products solutions	A M J J A S O N D J F M

Ref No	Title
a.2022.30	**Radiology sustainable plan**

Short description

Develop a sustainable plan further to have an adequately resourced, responsive quality service, moving towards being able to meet the imaging demands for referral to report within two weeks.

Longer description

This work will seek to reduce radiology waiting times in north Wales to a maximum of six weeks, irrespective of modality, before then making further steps towards two weeks.

Measure 1	Timeline 22/23
Each modality will have a documented service delivery model (including training and equipment needs) for the current year to reach a 6 week target	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Implement insourcing to address ultrasound capacity gap, as part of the saving babies lives programme	A M J J A S O N D J F M

Measure 3	Timeline 22/23
Implement agreed opportunities for insourcing across all imaging modalities where necessary to progress towards a 6 week waiting list, whilst recruitment and training is progressed	A M J J A S O N D J F M

Measure 4	Timeline 22/23
Implement revised staffing model/skill mix and training, supplemented where necessary by recruitment, to progress towards delivery of a sustainable 6 week waiting list	A M J J A S O N D J F M

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
Recruitment and capacity to train will be challenging within the context of the Pandemic.
However the scheme is robust in terms of delivering longer term sustainability, and should be progressed.

Ref No	Title
a.2022.31	**Regional Treatment Centres**

Short description

Improve the hospital element of the planned care pathway with a focus on diagnostics, assessment and treatment.

Longer description

Improvement of the hospital element of planned care through the transformation of clinical pathways and pan BCU digital processes with a focus on diagnostics, assessment and treatment to deliver a sustainable service for the population of North Wales. Reduce backlog against national standards arising from demand and capacity gaps and impact from Covid-19.

Measure 1	Timeline 22/23
Award contact to supplier to design, fund, build, equip and maintain RTCs and Final design of facilities	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Signed off pathways (using BCUPathways methodology) for priority pathways relating to RTCs	A M J J A S O N D J F M

Measure 3	Timeline 22/23
Initial RTC commissioned (facilities, equip, workforce)	A M J J A S O N D J F M

Ref No	Title
a.2022.32	**Speak Out Safely**

Short description

To build on the rollout of Speak out Safely as part of creating an environment of psychological safety, learning and improvement.

Longer description

Enabling and supporting all staff to Speak out Safely is a core element of creating an environment of strong staff engagement and psychological safety, where staff feel able to raise concerns, have these acknowledged and acted upon without fear of recrimination.   Speak Out Safely supports an organisational culture of openness and transparency where all staff feel assured they will be listened to when raising concerns. Speak Out Safely promotes an inclusive learning organisational culture with concerns raised by staff providing a rich source of feedback as the Health Board continuously improves patient and staff safety.

Measure 1

Timeline 22/23

Expand network of Speak Out Safely Champions across the Health Board	A M J	J A S O N D J F M

Measure 2

Timeline 22/23

Undertake a review of the Speak out Safely Guardian role to confirm next steps, including increasing the time available the Guardian role	A M J	J A S	O N D J F M

Measure 3

Timeline 22/23

Complete a benefits realisation/evaluation of Speak Out Safel	A M J A S	O N D	J F M

Ref No	Title
a.2022.33	**Staff Support and Wellbeing**

Short description

Sustain and embed the improvements made to the Staff Wellbeing Service (SWSS) during 2021/22 (funded through short term monies), and further develop SWSS in a sustainable manner in 2022/23 and beyond to meet current and growing demand.

Longer description

Supporting individual staff, teams and line managers to stay well in work is essential in creating the right conditions for staff to flourish and enable them to deliver high quality care. A sustainable and continually evolving SWSS – providing a range of support to meet the needs of staff from supporting self- care through to crisis support - is a core part of a compassionate and fair organisational culture, where the psychological safety and wellbeing of staff is paramount. As an employer of choice, the provision of SWSS is also crucial to strengthening the recruitment and retention of staff.

Given the current and anticipated growing demand for psychological wellbeing support amongst staff (individuals and teams), there is a need to secure recurrent funding to embed the improvements made to SWSS in 2021/22 through short term funding. This includes the continuation of an external contract to provide staff with an alternative to internal provision where they would prefer this. There is also a need to secure further additional investment during 2022/23 and beyond to enable SWSS to grow to meet the wellbeing needs of staff, the latter including not only individual staff but also teams and line managers.

Measure 1

Recruit substantively to the short term 12 month posts created in 2021/22 to ensure service continuity

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Measure 2

Recruit to new posts to enable next phase of SWSS development

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Measure 3

Complete a benefits realisation/evaluation of SWSS

Timeline 22/23

A	M	J	J	A	S	O	N	D	J	F	M

Ref No	Title
a.2022.34	**Strengthening emergency department (ED) & SDEC workforce to improve patient flow.**

Short description

Revise the current workforce establishment and skill mix across our 3 EDs and Same Day Emergency Care (SDEC) services in order to ensure high quality, safe care is achieved in line with local and national targets, as well as expand and enhance ambulatory care across the region.

Longer description

This scheme includes two main components, 1, revision of the current workforce establishment to maximise skill mix, and 2, conversion of urgent and emergency bedded care to same day ambulatory care where possible. The scheme includes a gateway review process to ensure that successful delivery is having the expected impact.

Measure 1

Commenced phased implementation of new ED and SDEC model across all 3 sites (phased so as to permit the continuation of service provision)

Timeline 22/23

A M J J A S O N D J F M

Measure 2

New ED and SDEC model sustained across all 3 sites with following metrics expected:
▪Up to 40% of USC intake managed with a '0' day LOS
▪85-90% of people going through SDEC do not get admitted
▪Average Length of Stay (ALoS) in unit minimised to under 6 hours
▪Improvement in ED standard by 10%
▪Improvement in Ambulance Handover standard by 50%

Timeline 22/23

A M J J A S O N D J F M

Measure 3

Gateway review undertaken to confirm compliance with model, and delivery of expected outcomes, identifying any areas requiring remedial action

Timeline 22/23

A M J J A S O N D J F M

● Resource Testing
The resource testing RAG for this scheme is currently AMBER.
This scheme has been well testing but is dependent upon significant recruitment, which may be challenging. A gateway review step has been introduced to allow assessment of the model, informed by the actual recruitment achieved, in order to review and remediate the model if necessary.

Ref No	Title
a.2022.35	**Stroke services**

Short description

Improve stroke outcomes across north Wales, addressing the breadth of stroke care and prevention, and by applying a consistent 'whole-pathway' approach.

Longer description

This will be achieved by:

▪Providing a 'Once for North Wales' network approach to ensure consistency of clinical outcomes for early supported discharge and specialist integrated community in-patient rehabilitation services;

▪Further developing stroke prevention services in North Wales with an emphasis on primary and community care;

▪Strengthening acute stroke services across each of the District General Hospital sites to improve out of hours care and compliance with clinical guidelines and performance targets;

▪Preparing the case for investment in a Hyper Acute Stroke service for North Wales.

Measure 1

Successful recruitment of 3 Stroke Specialist Nurses and Sentinel Stroke National Audit Programme (SSNAP) Clerks, to improve pathway and performance in acute settings

Timeline 22/23

A M J J A S O N D J F M

Measure 2

Provision of an inpatient environment for active rehabilitation working with Early Supported Discharge team to allow for optimal patient outcomes (one per Health Community)

Timeline 22/23

A M J J A S O N D J F M

Measure 3

Successful recruitment of Consultant Therapists, Therapy and support team, and seven psychology posts to allow the delivery of early supportive discharge and rehabilitation services in community settings, and to underpin the delivery of a whole system end-to-end pathway, including prevention

Timeline 22/23

A M J J A S O N D J F M

Measure 4

Submission of a developed case for investment in a Hyper-acute Stroke Service (Phase 2 of the BCU Stroke Programme)

Timeline 22/23

A M J J A S O N D J F M

Ref No	Title
a.2022.36	**Suspected cancer pathway improvement**

Short description

Implementation of a range of suspected cancer pathways to reduce waiting time and variation across north Wales.

Longer description

Implementation of breast, neck, lung and vague symptoms (suspected cancer) pathways.

Measure 1	Timeline 22/23
Provide four rapid access breast clinic streams per week, in each of the East, Centre and West health communities	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Provide at least one 'one stop' neck lump clinic per week in north Wales	A M J J A S O N D J F M

Measure 3	Timeline 22/23
Provide at least one 'one stop' clinic per week for vague but concerning symptoms, in each of the East, Centre and West health communities	A M J J A S O N D J F M

Measure 4	Timeline 22/23
Provide all cancer patients with an identified keyworker to support them from the point of diagnosis onwards	A M J J A S O N D J F M

Ref No	Title
a.2022.37	**Urgent Primary Care Centres**

Short description

Complete the establishment of Urgent Primary Care (UPC) Centres in strategic locations to release capacity within Emergency Departments and GP practices.

Longer description

Establish Urgent Primary Care Centres in strategic locations to create capacity in general practice by offering alternative service options to see the 'on the day urgent' presentations. In addition they will contribute to the avoidance of attendances at the Emergency Department.

Measure 1	Timeline 22/23
Deliver a sustainable urgent primary care model for north Wales with supporting business case	A M J **J A S** O N D J F M

Measure 2	Timeline 22/23
Demonstrate an increase in referrals to UPC centres from EDs and GP practices	A M J J A S O N D **J F M**

Measure 3	Timeline 22/23
Evaluate the UPC service, including a cost benefit analysis as members of the all Wales UPC implementation board	A M J J A S O N D **J F M**

Ref No	Title
a.2022.38	**Urology - Robot Assisted Surgery**

Short description

Commencement of robot-assisted surgery (RAS) in urology.

Longer description

The introduction of RAS in North Wales to support Urology service re-design with the aim of delivering improved access and outcomes for our population and building a safe and sustainable urology service.

Measure 1	Timeline 22/23
Commence robot-assisted urology surgery in Ysbyty Gwynedd	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Reporting mechanism in place detailing performance against agreed activity baseline and outcome related KPIs	A M J J A S O N D J F M

Measure 3	Timeline 22/23
Reduce/cease RAS outsourcing for urology and replace with activity delivered at YG as per levels specified in the Implementation Plan	A M J J A S O N D J F M

Measure 4	Timeline 22/23
Agreed implementation plan in place for expansion of RAS to other surgical specialties	A M J J A S O N D J F M

Ref No	Title
a.2022.39	**Vascular**

Short description

Continued development of a safe and effective vascular service across BCU.

Longer description

Following the Royal College of Surgeons (RCS) reports, an action plan has been completed and review of the service has taken place. This has led to design and calculation of resource gap for the vascular specialty and all supporting services. Additionally there is a putting it right (PIR) initiative following the 2nd stage of the RCS report to review the notes in more detail and outline thematic learning from the cases.

Measure 1	Timeline 22/23
Scrutinise and sense-check business case, against deliverability, sustainability and value based healthcare principles	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Successful recruitment against final, agreed, business case	A M J J A S O N D J F M

Ref No	Title
a.2022.40	**Video consultations**

Short description

Optimising the use of consultation video technology with Pathway redesigns.

Longer description

This scheme consolidates the progress made in using video technology, embedding the approach as a core component in new or redesigned clinical pathways.

Measure 1	Timeline 22/23
Training of at least 90% of BCUPathway coordinators in the optimal role of video consultations, advantages and disadvantages, when redesigning pathways	A M J J A S O N D J F M

Measure 2	Timeline 22/23
System in place to monitor the number of patients consulted using video technology, rather than hospital outpatient follow-up, and the number needing to abandon and revert to a traditional face to face consultation	A M J J A S O N D J F M

Measure 3	Timeline 22/23
Either BCUPathway agreed patient experience questionnaire (PREM) where available, or interim Video Consultation PREM (where BCUPathway PREM not available) sent to at least 500 patients who have been consulted by video during Q3 and Q4, with analysis of responses completed	A M J J A S O N D J F M

Ref No	Title
a.2022.41	**Welsh Community Care Information System (WCCIS)**

Short description

Implement a once for Wales solution to allow better-integrated working across health and social care over the next 3 years.

Longer description

Continuation of ongoing prototype implementation of the WCCIS system via a phased approach in order to review its functionality to deliver BCU Wide over the next 3 years for community services (including children's, mental health and therapies). WCCIS system allows sharing of key information between health and social care partners. Initial implementation to take place in 2022 for a prototype within the Community Resource Teams (CRT) in Ynys Mon and a Team within Gwynedd

Measure 1	Timeline 22/23
Gateway review to be undertaken 3 months post-implementation of the Community Resource Team (CRT) prototype	A M J **J A S** O N D J F M

Measure 2	Timeline 22/23
Continue implementation of CRT teams throughout BCUHB, IF supported by outcomes of gateway review	A M J J A S **O N D J F M**

Ref No	Title
a.2022.42	**Welsh Language**

Short description

Achieving compliance with statutory requirements by reducing the burden on current service, supressing costs by being less dependent on external resourcing, and providing the infrastructure and context for creating favourable conditions where people are assured that Welsh language needs and choices actively influences the planning of health care services within the Health Board.

Longer description

The Health Board is subject to statutory requirements in the form of Welsh Language Standards under the Welsh Language (Wales) Measure 2011. Following an internal performance and activity assessment, the case for change is focused on four specific areas:

• Improving patient experience following an increase in complaints and investigations
• Respond to translation demand and capacity
• Appropriate models of Welsh language training support to improve Welsh language skills of current workforce
• Target resourcing on a sustainable basis to ensure there is a consistent and standardised model of support (both acute and community-based) in place in line with welsh Government recommendations as part of the 'More than just words' framework for Welsh language services in health, social services and social care.

This will ensure that patients and the public are assured that their Welsh language needs and choices influence planning and service delivery, and that staff are aware of the 'Active Offer', with a visible commitment in providing care centred on language need. Patients and the public are assured of the commitment at leadership level to provide and develop Welsh language services according based on a needs-assessment. In the same way, the workforce are assured that their ambitions and goals to develop their language skills are supported by the

Measure 1 — Timeline 22/23

| Demonstrate an increase in achieving translation turnaround that meets the demand on the service. Q1 investment with Q2 trajectory for meeting demand | A M J | J A S O N D J F M |

Measure 2 — Timeline 22/23

| Strengthen compliance framework, developing a baseline for current compliance and highlight areas of concern across the system | A M J J A S O N D J F M |

Measure 3 — Timeline 22/23

| Demonstrate an appreciation of the workforce's drive to provide an improved level of service greater level of Welsh language by implementing a dedicated focused-approach training framework | A M J J A S O N D J F M |

Measure 4 — Timeline 22/23

| Roll out community-based support by aligning with acute and corporate compliance requirements | A M J J A S O N D J F M |

Ref No	Title
a.2022.43	**Welsh Patient Administration System**

Short description

Continue the implementation of the Welsh Patient Administration System across the Health Board

Longer description

To complete the complex, multi-year phased implementation of the Welsh Patient Administration System (WPAS) across the Health Board. Completion of the rollout of WPAS in West Region prior to completion of the merger of individual WPAS instances in the remaining regions into a single BCUHB wide Welsh Patient Administration System in 2023.

Measure 1 | Timeline 22/23

Go live of West WPAS merger into Central WPAS

A	M	J	J	A	S	O	N	D	J	F	M

Measure 2 | Timeline 22/23

Programme plan for single instance phase to have commenced

A	M	J	J	A	S	O	N	D	J	F	M

Ref No	Title
a.2022.43	**Welsh Patient Administration System**

Ref No	Title
a.2022.44	**Widening of Primary Care workforce**

Short description

Ongoing issues with GP recruitment and capacity means that Clusters must think differently about how to manage demand on increasingly scarce GP resources and time.

Longer description

A number of primary care workforce initiatives are being taken forward within multiple clusters in order to meet the specific demands and population needs within their communities:
▪ Practice Nurses
▪ Advanced Nurse Practitioners (ANPs) within Practice and Care Home environments
▪ Allied Health Professionals (AHPs), including
   Advanced Physiotherapists
   Occupational Therapists
   Paramedics
Other roles will be recruited in order to help alleviate pressures in secondary care, and move care and support closer to home.

Measure 1	Timeline 22/23
Recruit to ANP and AHP roles, thereby enabling individuals to be directed to the most appropriate support for their particular needs	A M J J A S **O N D** J F M

Measure 2	Timeline 22/23
Delivery of Practice Nurse Education programme to support sustainability within primary care. Staff to have undertaken long-term conditions training	A M J J A S **O N D** J F M

Measure 3	Timeline 22/23
Care Home ANP role fully integrated into CRTs	A M J J A S O N D **J F M**

Ref No	Title
a.2022.45	**Workforce Operating Model**

Short description

To build on the learning from the pandemic and the feedback from discovery in ensuring te organisation has a highly effective and efficient People & OD service delivered in a way that is aligned with the operating model of the organisation.

Longer description

Aligning the People service to the revised Operating Model.
Creating specialist services within the function enabling resources to be placed closer to the bedside.

Measure 1

Report evidencing improvement in people service delivery

Timeline 22/23

A M J **J A S** O N D J F M

Measure 2

Evidence of improvement in case management, including a reduction in claims expenditure and legal costs

Timeline 22/23

A M J J A S **O N D** J F M

Measure 3

Evidence of improvement in ease of contacting people service – for employees and managers

Timeline 22/23

A M J J A S **O N D** J F M

Ref No | Title

b.2022.1 | **3rd sector Partnerships**

Short description

We will work to develop a sustainable 3rd sector commissioning model, to get the greatest joint-working benefit with 3rd sector partners.

Longer description

In recognition of the vital role the third sector plays in supporting our communities, we will review and refresh our strategic commitment to the sector. This will be supported by development of a sustainable commissioning model, working together with partners where we can to lead to a stronger focus on outcomes and delivery of what matters for local people.

Measure 1 | Timeline 22/23

Engagement with sector on relationships and proposed commissioning approach

A M J J A S O N D J F M

Measure 2 | Timeline 22/23

Draft commissioning arrangements agreed, maintaining an overall strategic fit with BCU commissioning unit development

A M J J A S O N D J F M

Measure 3 | Timeline 22/23

Implementation of revised arrangements

A M J J A S O N D J F M

Ref No	Title
b.2022.2	**Accelerated Cluster Development**

Short description

Implement the national Accelerated Cluster Development Programme across north Wales

Longer description

In line with the all-Wales Strategic Programme for Primary Care, strengthen and develop the roles and responsibilities of clusters in the planning and delivery of integrated services to best meet the needs of the population at a locality level.

Measure 1 Timeline 22/23

Establish six county level pan cluster planning groups (PCPGs)   A M J **J A S** O N D J F M

Measure 2 Timeline 22/23

Sustainable system agreed and in place for generating and analysing Local Needs Assessment date   A M J J **A S O N D** J F M

Measure 3 Timeline 22/23

PCPGs hardwired into revised BCU Planning processes   A M J J **A S O N D** J F M

Measure 4 Timeline 22/23

Governance framework for PCPGs agreed with partners   A M J J A S O N D **J F M**

Measure 5 Timeline 22/23

Community small-grant scheme piloted in one county   A M J J A S O N D **J F M**

Ref No | Title
b.2022.3 | **Atlas of Variation**

Short description

Establish a triangulated approach to considering (and addressing) variation in practice where an intervention would provide an opportunity to improve overall value.

Longer description

We will consider successful 'atlas of variability' approaches delivered elsewhere, to establish a local approach which will then collate and triangulate data to identify unwarranted variation. From this we will identify two key clinical areas in 2022-23 where - as a result of taking an atlas of variation approach - an intervention in 2023-24 would be expected to improve value.

Measure 1 | Timeline 22/23

Review success AoV approaches elsewhere, culminating in a recommended approach for BCU:
Summary report published outlining review findings and recommendations, received jointly by Transformation, Strategic Planning and Commissioning teams

A M J J A S O N D J F M

Measure 2 | Timeline 22/23
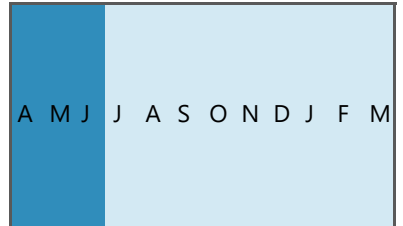
Implement an AoV function in BCU:
Agreement reached between Transformation, Strategic Planning and Commissioning teams regarding the BCU approach to creating and maintaining an AoV, with specific detail on which team will provide lead oversight, and how the AoV will be used to influence the priorities of the respective teams

A M J J A S O N D J F M
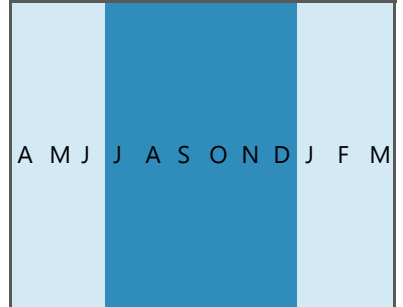
Measure 3 | Timeline 22/23

Identify 2 clinical areas for intervention in 2023/24:
AoV work plan created which includes 2 clinical areas for focus in 23/24

A M J J A S O N D J F M

Ref No	Title
b.2022.4	**BCUPathways, incorporating oncology and delayed planned care pathways**

Short description

Deliver the BCUPathways whole-system methodology across at least 20 priority pathways.

Longer description

Our methodology to support whole-pathway balance across our Health, Social Care and Well-being system, co-designed with those using the services, and medicalising only when necessary, will be deployed to cover at least twenty pathways identified as priorities.

Measure 1

Identification at least 20 priority pathways, cognisant of regional treatment development

Timeline 22/23

A M J	J A S O N D J F M

Measure 2

Consistent, continuous publication of BCUPathways in place, on webportal accessible by professionals and public, and supported by public and professional feedback tools

Timeline 22/23

A M J | J A S | O N D J F M

Measure 3

Collaborative review undertaken of version 1 of the BCUPathways methodology, to refine based upon initial pathways completed, in line with 'PDSA' improvement principles

Timeline 22/23

A M J | J A S | O N D J F M

Measure 4

Rolling programme of pathways for creation/review in place, using BCUPathway methodology (as revised in previous measure)

Timeline 22/23

A M J J A S | O N D J F M

Ref No	Title
b.2022.5	**Building a Healthier Wales (BAHW)**

Short description

Strengthening the population health approach in the Health Board through targeted projects that prioritise prevention, early intervention and reducing health inequalities.

Longer description

BAHNW is an established programme of work. This scheme is in response to reductions to the national Building a Healthier Wales Funding structure. This ensures we continue to build upon existing progress.

Measure 1

Approved work-plan for each BAHNW scheme to have commenced, and partner network informed

Timeline 22/23

A M J   J A S O N D J F M

Measure 2

Interdependencies framework is developed which supports organisational planning via Health Improvement & Reducing Inequalities Group (ToR Reviewed)

Timeline 22/23

A M J   J A S   O N D J F M

Measure 3

Evidence-based benefits (quantitative and qualitative) identified for the whole programme, in order to support organisational planning

Timeline 22/23

A M J   J A S   O N D J F M

Ref No | Title

| b.2022.6 | **Commissioning unit** |

Short description

Establishment of Commissioning Unit and a Review of our Commissioning Plan built upon quality and equity. Responding to population needs assessment to develop a commissioning programme that supports key population health challenges.

Longer description

As part of our organisational redesign, a Commissioning unit will be established as part of a triumvirate of functions within the Executive Director of Planning and Transformation portfolio, to further strengthen our approach to commissioning services built upon quality and needs assessent, maximising transformational opportunity.

Measure 1

Scope and structure of commissioning unit agreed by Executive Team

Timeline 22/23

A M J J A S O N D J F M

Measure 2

Appointment to commssioning unit senior team

Timeline 22/23

A M J J A S O N D J F M

Measure 3

Written plan for timescale of full transfer of functions, and programme of work for year one and anticipated work in year two agreed with Executive team

Timeline 22/23

A M J J A S O N D J F M

Ref No | Title

b.2022.7 | **Community Pharmacy Enhanced Services - Alcohol and Blood Borne Viruses**

Short description

The Community Pharmacy Enhanced Service delivers an evidence-based, proactive approach to increasing access to screening, advice and guidance for under-served groups.

Longer description

This will identify people at risk from blood borne viruses and risky alcohol behaviours and contribute to a reduction in the burden of associated disease.

Measure 1

Completed design of media and resources required to support the service

Timeline 22/23

| A | M | J | J | A | S | O | N | D | J | F | M |

Measure 2

At least one Community Pharmacy site offering ES in each of East, Centre, West health communities

Timeline 22/23

| A | M | J | J | A | S | O | N | D | J | F | M |

Measure 3

Evaluation completed of test sites (identified in measure 2)

Timeline 22/23

| A | M | J | J | A | S | O | N | D | J | F | M |

Ref No | Title

b.2022.8 | **Diabetic Foot pathway**

Short description

Improve diabetic foot management and outcomes across BCUHB.

Longer description

Improve diabetic foot management and outcomes across BCUHB by applying a whole system pathway approach, and wider use of a broad professional skill-mix.

Measure 1 | Timeline 22/23

Increased podiatric capacity in place to support relaunched primary care component of diabetic foot pathway | A M J J A S O N D J F M

Measure 2 | Timeline 22/23

Review emergency admission data for diabetic foot presentations, which should be expected to fall as whole system pathway embeds | A M J J A S O N D J F M

Measure 3 | Timeline 22/23

Review inter-hospital transfer data for diabetic foot presentations, with transfers to YGC expected to fall as whole system pathway embeds | A M J J A S O N D J F M

Ref No   Title

b.2022.9   **Foundational Economy Strategy/Policy**

Short description

Implementation of BCU strategy and policy that maximises our contribution to the Foundational Economy.

Longer description

Implementation of BCU strategy and policy that maximises our contribution to the Foundational Economy.

Measure 1	Timeline 22/23
Completion of Strategy and submission to Board	A M J **J A S** O N D J F M

Measure 2	Timeline 22/23
Implementation of policy and operating processes to deliver agreed strategy	A M J J A S **O N D J F M**

Ref No   Title

b.2022.10   **Golden Value Metrics**

Short description

Create a Golden Value Metric Set, built upon patient reported experience and outcomes, with roll-out programme agreed.

Longer description

This work will deliver a streamlined set of high value metrics which provide a barometer of performance in general. This will be built around patient experience and outcomes, aligned to be a person-centred organisation.

Measure 1	Timeline 22/23
Agreed micro-set of metrics that provide a temperature check of the wider system, agreed by working group	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Implementation of metric set, published at front of performance reports	A M J J A S O N D J F M

Ref No   Title

b.2022.11   **Implementing the Quality Act**

Short description

The Health and Social Care (Quality and Engagement) (Wales) Act 2020.

Longer description

We will fully comply with the requirements of the Quality Act when it is implemented nationally in April 2023. This includes the Duty of Quality, the Duty of Candour and full engagement with the new Citizens Voice Body.

Measure 1	Timeline 22/23
Consider the full requirements of the Act, and develop a plan to ensure full compliance when it comes into force in 2023	A M J **J A S** O N D J F M

Measure 2	Timeline 22/23
Amendment/development of internal systems, if so required, to ensure compliance	A M J J A S **O N D J F M**

Ref No   Title

| b.2022.12 | Inverse Care Law work |

Short description

The Inverse Care Law states that those who most need healthcare are least likely to receive it, and in contrast, those with least need of healthcare tend to access healthcare more effectively. This challenge is reflected in the gap in life expectancy and healthy life expectancy between the most and least deprived. This programme will design the supporting infrastructure and frameworks through which Primary Care, in partnership with community, voluntary and local services can address the health inequality challenges facing their local populations.

Longer description

The programme will practically deliver solutions that are able to demonstrate impact in reducing health inequalities, thereby increasing our chances to reduce the gap in healthy life expectancy and improve the health and wellbeing of those who are most in need.

Acknowledging that social determinants have a significantly greater impact on health than can be managed by our NHS alone, we will enable local teams to take a partnership approach to addressing health inequalities that exist within their communities.

Measure 1   Timeline 22/23

By June '22 we will have established our Community of Practice (CoP) as the vehicle for change in tackling health inequalities in North Wales. The CoP will have defined its aims, objectives and purpose. We will have created a local networking platform for hosting case studies and we will have developed a knowledge & skills framework to support the work of the group and its members
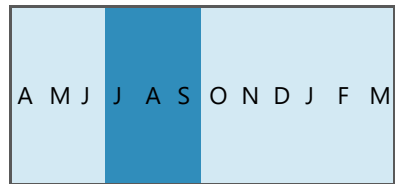
A M J   J A S O N D J F M

Measure 2   Timeline 22/23
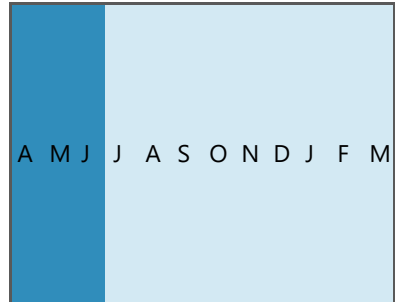
By September '22 we will have developed Rapid Actionable Insight (RAI) packs to support identification of health inequalities at cluster/locality level. We will have commenced our engagement process in seeking out our innovator clusters

A M J   J A S   O N D J F M

Measure 3   Timeline 22/23

By December '22 we will have developed our Health Inequalities Intervention & Innovation Plan (HIIP) for inclusion within our 23/24 IMTP. We will have identified a minimum of 6 innovator clusters aligned to our Local Authority footprints. The HIIP clusters will work on a set of interventions, which they wish to test to drive down health inequalities in their chosen population group

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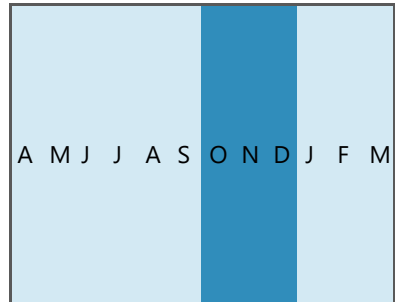
Measure 4   Timeline 22/23

By March '23 we will have put in place the required supporting mechanisms for the innovator clusters/ localities to commence their implementation. We will have held 6 kick-

A M J J A S O N D   J F M

Ref No	Title
b.2022.13	**LEAN Healthcare system**

Short description

Implementation of a coordinated continuous improvement approach across BCU built upon the LEAN Healthcare methodology.

Longer description

This scheme will roll-out a consistent, evidence based improvement methodology (LEAN Healthcare based) across BCU, by the recently enhanced Transformation and Improvement team, supported by Improvement Cymru.

Measure 1

Establishment of a buddying arrangement with a respected and established LEAN Healthcare organisation, in line with current plan created with the support of Improvement Cymru

Timeline 22/23

A M J J A S O N D J F M

Measure 2

Successful launch of a standard BCU improvement toolkit, building upon LEAN, enabling consistency of approach and support

Timeline 22/23

A M J J A S O N D J F M

Measure 3

Progression to full implementation of BCU improvement portal, including webchat facilities with continuous improvement practitioners and best practice case-study library

Timeline 22/23

A M J J A S O N D J F M

Measure 4

First annual report outlining breadth of continuous improvement activity that has been supported, and clinical impact

Timeline 22/23

A M J J A S O N D J F M

Ref No	Title
b.2022.14	**Recovery of Primary Care chronic disease monitoring**

Short description

Planned care in Primary Care has been negatively impacted over the last 15 months due to the need to respond to the pandemic and vaccination programme, causing a backlog of chronic disease reviews, leading to increased waits for people living with a chronic condition(s). As part of primary care recovery, Cluster funding will work to reduce this backlog. In addition, in a number if Clusters, work will also be undertaken in order to improve and enhance services to people with a chronic disease, with a focus primarily upon diabetes care.

Longer description

Priority will be given across all primary care clusters, to reducing the backlog of chronic disease reviews. The approach taken to achieve this reduction is determined by individual clusters, and includes the recruitment of additional Chronic Conditions nurses, or by increasing the number of sessions currently available across the practices in order to meet with more individuals.

Measure 1

Recruitment of additional staff / increase in hours available to undertake chronic disease management reviews, and thereby reduce backlog

Timeline 22/23

A M J J A S O N D J F M

Measure 2

Provide a collaborative Cluster-based long-term Conditions Hub: leading to a reduction in referrals to secondary care Q3

Timeline 22/23

A M J J A S O N D J F M

Measure 3

Backlog of chronic disease reviews reduced

Timeline 22/23

A M J J A S O N D J F M

Measure 4

Individuals provided with education to support with self-management of their chronic condition

Timeline 22/23

A M J J A S O N D J F M

Ref No	Title
b.2022.15	**Results management**

Short description

Improve the assurance for the management of results across BCUHB by fully delivering a fit for purpose solution that will improve patient safety.

Longer description

Delivery of a fit for purpose results solution that will improve patient safety and ultimately stop printed results, by utilising the Welsh Clinical Portal (WCP) Results Notification and Assurance dashboard.

Measure 1	Timeline 22/23
Full implementation of pre-go live tasks within phase 2 of project plan	A M J J A S O N D J F M

Measure 2	Timeline 22/23
Go live with WCP results notification and action recording	A M J J A S O N D J F M

Ref No | Title

| b.2022.16 | **Valuing carers** |

Short description

Working with partners across north Wales to develop and commission a range of support options, which ensure that the needs of informal carers are taken into account across Primary and Secondary care, and which recognise the valuable informal carers play in enabling care closer to home.

Longer description

Working in partnership with informal carers, third sector providers and local authorities, the Health Board will continue to develop and commission a range of initiatives aimed at improving informal carers' access to information, advice and assistance across primary and secondary care:
- GP Carer Facilitators support GP Practices and community pharmacies by keeping them updated on legislation, training and education. This enables them to raise awareness of carers within the surgeries and pharmacy settings. The Facilitator supports GP practices to put in place systems for identifying carers at the earliest possible stage and works with agencies that can help surgeries to support carers. Support is provided to enable carers to access flexible appointments that acknowledge their caring role.
- Hospital Carer Facilitators assist informal carers by providing information, support and facilitating the discharge process in a way that enables the carer to cope with their caring role. The facilitator works closely with the hospitals and MDTs and engages with local authorities and other stakeholders.
- Short-term Respite service allows carers to take care of their own health needs, be it to attend a hospital or other health appointment, or if they are feeling generally unwell.

Timeline 22/23

| Outcomes Framework:
- Joint outcomes framework for carers services across north Wales co-designed with local authority partners and third sector providers
- Current commissioned carers services mapped against outcomes framework, and gaps identified | A M J **J A S** O N D J F M |
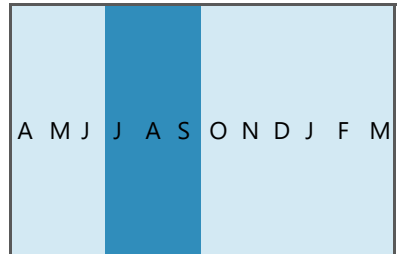
Measure 2

Timeline 22/23

| Review of current carers contracts:
- Quality performance review of existing carers contracts completed
- Recommendations for future commissioning made to Executive Board | A M J J A S **O N D** J F M |
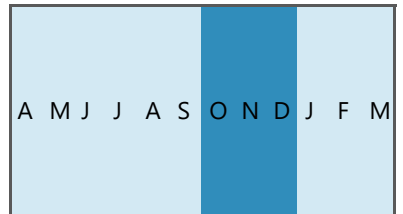
Measure 3

Timeline 22/23

| Therapeutic alliance:
- With Welsh Government, explore the development of a 'therapeutic alliance' to support quality care and support for carers and the person cared for | A M J J A S O N D **J F M** |