

2024-27

Betsi Cadwaladr University Health Board **THREE YEAR PLAN**

An overview of the key areas of work that the Health Board will prioritise.



GIG
CYMRU
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WALES

Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board



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Foreword



**DYFED
EDWARDS**
Chair,
BCUHB



**CAROL
SHILLABEER**
Chief Executive,
BCUHB

We are pleased to introduce the Integrated Three-Year Plan for Betsi Cadwaladr University Health Board for the period 2024 to 2027.

This Integrated Plan marks an important point for the Health Board. It is the first plan developed by the Health Board under the leadership of a new Chair and Chief Executive Officer, supported by a substantial change in Board membership. It signals a clear ambition to drive through transformation and improvement and provide high quality and sustainable services for the people of North Wales. This plan outlines many of the actions needed to do this and in particular highlights that permanent success requires us to address current challenges with a strong understanding of the needs of the future.

As such, we are signalling the need to establish a clear strategic vision for the Health Board over the next ten-year period that leads to improvements in health and wellbeing and delivers excellent healthcare services for the people of North Wales. This will guide us to build further upon the services that work well whilst supporting services that need reconfiguring to meet current and future demand.

To do this we will listen carefully to, and work with the people of North Wales and our partners and our intent to do this is clearly identified within this Plan. This will lead to the best solutions for North Wales and recognises that those solutions involve deep and meaningful relationships built upon trust and an understanding that working together as a 'whole system' will support the Health Board and our partners, and lead to better outcomes.

The Health Board is the biggest employer in North Wales, with an annual budget of around £2 billion. We therefore want to use this public resource to help North Wales to thrive. This includes how we can create opportunities for our current and future workforce working carefully with partners whilst doing so. It also includes opportunities to improve how we spend our budget to get the best health outcomes for the population of North Wales and to maximise our role as an 'anchor organisation' in Wales.

Finally, we would like to thank our communities and partners for their support and willingness to share advice and ideas. We look forward to building upon this as we strengthen these relationships and together explore ways of improving health care services in North Wales now and in the future.

Introduction

This 2024-27 Three Year Plan provides an overview of the key areas of work that the Health Board wishes to prioritise to make the greatest progress possible towards improving the Health and Wellbeing of the population of North Wales.

STABILISATION

STANDARDISATION

SUSTAINABILITY

The plan includes a range of priority areas selected to combine actions that will deliver in-year (2024-25) improvement whilst also ensuring that a more long-term view is considered. The Health Board considers that this twin-track approach of planning ahead as well as continuing to improve 'here and now' is particularly important to ensure that progress made is consistently applied and that it is sustainable.

The Health Board was placed into Special Measures arrangements on 27 February 2023. Since then, progress has been made within all required areas, recognising that further progress is essential; delivering this is an important and necessary requirement of this Plan.

Since February 2023 the Health Board has focused upon 'stabilisation' of the organisation and services delivered, making the most significant and immediate changes necessary after the intervention to continue to provide services to the residents of North Wales.

During 2024-2027 the Health Board will build upon these foundations to implement to ensure a more 'standardised' approach, making the changes needed to place the Health Board and services delivered onto a 'sustainable' footing for the future.

Key actions within the plan are collated under the five priority objectives that the Health Board uses for Special Measures. In this way the Health Board is increasing the alignment of planning and special measures response to allow focus upon the areas that are most likely to lead to greatest improvement.

This document will highlight some of the key priorities for the Health Board for the coming year. The full range of planned actions within the key objective areas can be found in the more detailed plan on the BCUHB website bcuhb.nhs.wales/use-of-site/publication-scheme/class-three-what-our-priorities-are-and-how-we-are-doing/three-year-plan-may-2024.

Strategic Objectives

During 2023-24 the Health Board has continued to progress through its objectives against the Special Measures framework. As the year has progressed this has coalesced around five main areas where improvement was most necessary. Recognising the need to prioritise improvements in the areas that led to Special Measures, the core of the Health Board 2024-27 plan builds further upon those five objective areas:

1: Building an effective organisation

Objective area 1 recognises the importance of governance and effective procedures and decision making in high functioning Healthcare organisations. This will better ensure that decisions are made in a timely way, using appropriate information, and that the right people have been involved to ensure the right decisions are made first time.



2: Developing strategy and long-lasting change

Objective area 2 draws upon the need for the Health Board to be clear about population needs in North Wales and that services are configured in a way to get the highest value from the resources available to us. In this way the Health Board can provide services that are reliable, more cost-effective, and that make the best use of healthcare professionals.



3: Creating compassionate culture, leadership and engagement

Objective area 3 capitalises upon the huge body of evidence that demonstrates how culture, leadership and engagement with residents, staff, communities and partners significantly impact upon the quality of services and patient experience provided. The Health Board has identified opportunities to make improvements in these areas that would then in turn lead to better outcomes.



4: Improving quality, outcomes and experience

Objective area 4 covers a large thematic area where improvements are required to improve clinical performance across a number of key areas. The Health Board wishes to build further upon good work commenced that takes a pathway focused approach to this.



5: Establishing an effective environment for Learning

Objective area 5 provides opportunity to learn when things don't go as planned, to teach, and to widely use the many sources of information available to us in order to support decision making and knowledge.



Building an effective organisation



Board Effectiveness

An effective and efficient Board is essential in order to best steer the organisation through the challenges in performance and decision making that have led to the organisation being placed in Special Measures escalation.

Risk Management

An effective risk management process will reduce the number of overdue and draft risks, which has direct links to improved patient care and experience.

Operating Model

For the organisation to be effective, it needs an operating model (structure) that enables both the day-to-day leadership and management of services and improvement to take place systematically, including service delivery approaches that support and enable sustainability into the longer term. Improving the effectiveness of the Health Board operating model will better align operational delivery with strategic requirements.

Performance and accountability framework

The framework supports performance improvement through a partnership approach of openness and innovation, and by engendering a commitment at all levels of the organisation to improve. Delivery against key national and local performance indicators, special measure expectations and against activity and financial metrics will be improved. Successful delivery will lead to better outcomes for patients and Health Board staff, and ensure that all involved understand their roles, responsibilities, and accountabilities.

Value and sustainability

Improving value and the sustainability of services means that the limited resources available to the Health Board will go further to allow delivery of more care to the residents of North Wales.

Legislative improvements

Robust adherence to both HSE and Civil Contingencies Act legislation will reduce the risk of avoidable harm and improve the overall effectiveness and confidence of the organisation.

Workforce planning

Developing further skills in workforce planning will reduce the number of significant gaps in the Health Board workforce by allowing a prioritised approach to current vacancies, develop future models of care, and to minimise the dependency upon expensive agency staff often available on an inconsistent basis. These changes will improve patient experience in-year, and will ensure that changes the Health Board makes are more likely to succeed and deliver the best outcomes.





Quality management system

The Health Board is making progress, working with staff to explore the best way of implementing a robust Quality Management System with which to support and assure quality-focused decision making. This approach to quality will lead to improved reliability, improvements in sustainability, better experience and improvement in clinical outcomes.

Welsh language

Ensure that the Welsh language needs of patients, public and staff are met and that the Health Board workforce can develop their language skills within the workplace.

Decarbonisation

Consistent improvements in in Health Board carbon emissions focusing on buildings and energy, procurement, transport, travel, healthcare and corporate carbon management.

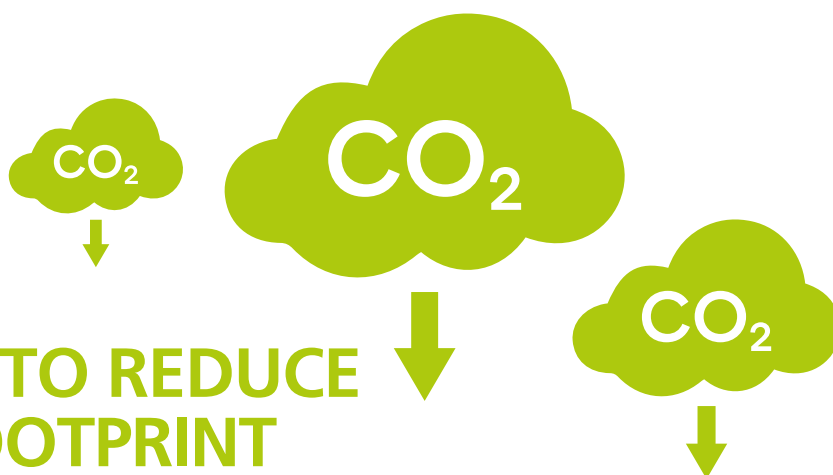
Decarbonisation

AS PART OF A



COMMITMENT TO REDUCE ITS CARBON FOOTPRINT

THE HEALTH BOARD WILL AIM TOWARDS USING A FULLY RENEWABLE ENERGY SUPPLY, AS WELL AS REPLACING ALL EXISTING LIGHTING WITH LED LIGHTING BY 2025.



Developing a strategy and long-lasting change



10-year strategy

A refreshed strategy for the Health Board will provide a roadmap around which to prioritise improvements and clinical service configurations that best meet the needs of the North Wales population. In turn this reduces the risk of fragile services providing sub-optimal services. Taking a structured planning approach will allow the Health Board to develop services in an efficient way, getting the best outcomes from the resources available.

Clinical services plan

Clinical Service Planning is necessary to ensure that the Health Board is prioritising the right clinical services, in the right way, in the right places to best meet population need. The Health Board will be better able to make decisions about Clinical Service provision that are better tested for sustainability, leading to less instances of having to urgently resolve service delivery difficulties and leading to better patient experience.

Commissioning

Reviewing and revising our commissioning will enable us to reset contracts for areas of activity that would lead to a greater focus upon value and quality.

Capital projects

Delivering capital projects to scope, within resources, and without undue delay will allow the Health Board to utilise new clinical areas for the benefit of patient care. These include plans for a new orthopaedic hub for Llandudno Hospital. Improved estate is necessary to allow service development and transformation.

Digital, data and technology

Improving our use of digital, data and technology will help us provide better and safer care. We will be more efficient and effective. We will use data and intelligence to make better decisions and therefore use public funds wisely. We will take a user-led approach to service design with clinicians and other users to ensure the service and business change happens and benefits are realised.

Prioritisation

The Health Board has an outline Prioritisation framework against which new developments are tested. This is an essential step towards improving quality of care, access to care, and equality of provision. When committing public resource, the Health Board must ensure that interventions are supported that provide the highest value to the public of North Wales.

**GREATER
FOCUS**

UPON VALUE
AND QUALITY



**IMPROVING
OUR USE OF
DIGITAL, DATA AND
TECHNOLOGY**

Effectively delivering major change

Applying robust programme and portfolio management skills to our major programmes of change will better support successful delivery according to scope, and avoiding unnecessary delays. This will lead to improvements being seen more quickly.

Strengthening planning

Improvements in planning performance within the Health Board will lead to stronger and more-timely decision making supporting a necessary increased focus upon strategy and sustainable service design. In turn, this will contribute to the delivery of high-quality services that are robust.

Finance governance environment

The Health Board will ensure delivery of a robust financial control environment that complies with best practice in provision of oversight, our control mechanisms both locally and regionally aligned to the required national standards, securing a positive rating following review by Internal Audit with oversight through the Health Board's Audit Committee. The implementation will ensure decisions taken are compliant with and aligned to that directed by the Health Board and offer value for money for the population of North Wales.

Early identification and support of challenged services

The Health Board expects that by identifying services that are experiencing challenge and fragility at an earlier point, the activity required to resolve those challenges will be simpler and result in less patient pathways being adversely affected.



**OFFER VALUE
FOR MONEY**
FOR THE POPULATION
OF NORTH WALES





New planned care hub for Llandudno Hospital

Work has started to develop a new surgical hub at Llandudno Hospital that will transform elective orthopaedic services at the Health Board and provide benefits for patients, staff and the wider North Wales community, by delivering a planned 1,900 procedures a year.

Specialising in high volume, low complexity care, the dedicated hub will increase annual surgical activity by providing orthopaedic services away from hospitals. It will reduce the effects unscheduled care can have on elective treatment and reduce the chance of surgeries being postponed.

The £29.4m of funding from Welsh Government will refurbish a vacant ward at Llandudno hospital to create 19 extra bed spaces, two new theatres and an eight bed enhanced recovery / post-anaesthetic care unit.

It is expected that the hub will be operating at full capacity in early 2025. Elective Orthopaedic services will continue at Abergele Hospital until the new hub is built.

Once the hub is operational, patients who need an orthopaedic procedure that require a short stay in hospital could be offered their surgery at Llandudno. Patients will still be able to choose to have their surgery at their nearest general hospital if they wish.

£29.4M
OF FUNDING FROM
WELSH GOVERNMENT





Improving facilities for staff and patients

As well as developing a new planned care hub in Llandudno, the Health Board will continue developing plans to build a new Adult and Older Persons Mental Health facility on the Glan Clwyd Hospital site and new proposals for the redevelopment of the Royal Alexandra Hospital in Rhyl.

Strategy

The Health Board is clear that through the development of clear strategy, rooted in addressing objectives built upon population needs, long-lasting change can be delivered to provide high-quality and sustainable services for the people of North Wales.

Electronic Healthcare Record

The Health Board will work with stakeholders to develop and secure agreement for investment in a new Our Mental Health and Learning Disability Service will submit a proposal to Welsh Government for a new electronic patient record this year.





Creating compassionate culture, leadership and engagement



Compassionate leadership and organisational development

Improvements in compassionate leadership and organisational development will allow faster improvement across the organisation, and greater staff satisfaction, leading to improvements in patient experience and outcomes.

A key part of this work will be to approve and implement the organisation’s Leadership Development Framework. There will be a strong focus on compassionate leadership, which involves a focus on relationships through careful listening to, understanding, empathising with and supporting other people, enabling them to feel valued, respected and cared for so they can reach their potential and do their best work. This is an evidence-based approach leading to strong and resilient teams.

Importantly, compassionate leadership is not an end in itself; there is a strong body of evidence demonstrating that a compassionate leadership culture generates better outcomes from staff across the organisation.

Embedding the right culture across the Health Board will be critical to its success in achieving the ambitions set out in the three-year plan. This will mean engaging with all staff across North Wales to ensure they can contribute to its success.

Work to strengthen engagement across all staff groups will continue alongside a range of organisational development activities to bring about a strong and inclusive culture. This will lead to a better experience for both our staff and patients.

HUNDREDS OF LEADERS FROM ACROSS THE HEALTH BOARD HAVE ALREADY ATTENDED EVENTS TO DEVELOP AND SUPPORT **STRONG AND COMPASSIONATE LEADERSHIP** AS PART OF A WIDER ORGANISATIONAL DEVELOPMENT PROGRAMME.





Citizen engagement

Meaningful engagement, strong relationships, partnerships and communication are at the heart of building trust and confidence in the quality of care and services, and intrinsic to the Health Board’s journey of improvement and developing care to meet the needs of its population.

Capturing, analysing and triangulating the valuable feedback from citizens and working with them to shape improvements will demonstrate that they are fundamental to the development and improvement of care and services. This way of working will embed listening and engaging into the strategic approach of the Health Board.

New and more targeted ways of engaging with communities across North Wales are being developed to allow more continuous two-way engagement to take place. This will give people improved opportunities to interact with the Health Board on matters where they have an interest and inform decision making around plans for the future. It will also give people a more powerful voice.

All of this feedback gathered through day-to-day interactions with patients, their carers and families, conversations with the public and partners in their communities and at events, correspondence from Members of the Senedd and Parliament and other activities will be shared with the Board regularly in a new Citizen Experience Report.

THE HEALTH BOARD WILL BUILD A WIDE-RANGING **ENGAGEMENT PROGRAMME WITH COMMUNITIES**

ACROSS NORTH WALES, PROVIDING OPPORTUNITIES TO ASK QUESTIONS AND FIND OUT MORE ABOUT THE PLANS FOR THE FUTURE.





Being a good partner

Partnership working is an area that the Health Board wishes to improve upon, noting that working in true partnership has not always been prioritised in the past. The Health Board wants to develop and support new and existing relationships so that partners are involved and are shaping solutions to the shared complex and difficult issues. The Health Board recognises the importance of agile decision-making.

The complex challenges in terms of population health and care needs being seen not only in North Wales, but across the UK as a whole, can only be tackled through a whole system approach. This requires effective working relationships with Local Authorities, Third Sector and Charitable organisations, Housing Associations, Universities and Higher and Further Education partners, neighbouring Health Boards and the NHS in England. Furthermore, all evidence points to the solutions to these challenges being markedly better when understood as across our system partnerships.

The Health Board will seek to achieve greater integration of services, shared approaches to improving the wellbeing of the population and innovative and transformative ways of working that tackles much wider social, economic and environmental factors. Working in this way will enable a shared values approach, where community is at the heart of decision-making.

THE HEALTH BOARD WILL CONTINUE TO ENGAGE WITH PARTNERS ACROSS THE NORTH WALES REGION TO MEET THESE CHALLENGES AND

IMPROVE THE HEALTH AND WELLBEING OF OUR POPULATION.



Improving quality, outcomes and experience



Patient and citizen experience

If collected robustly and consistently, Patient Experience feedback provides an opportunity to identify areas of practice that are good (and can be emulated across the Health Board) as well as areas that require improvement, in close to real time. This means the Health Board can learn from trends before they result in significant harm, but it also means that the patient voice can more greatly influence the development of our services. In summary, the experience and satisfaction of patients using our services would improve.

Prevention

Prevention and reduction of avoidable ill-health are key priority areas and the Health Board will continue to engage with partners across the North Wales region to meet these challenges and improve the health and wellbeing of our population.

Primary care and early intervention

The vast majority of patient contacts in the NHS occur in Primary Care. The Health Board recognises the importance of stable, resilient primary care services in ensuring that the residents of North Wales have care at the right time and in the right place, medicalised only when necessary.



Community care and clusters

A cluster is a grouping of GPs working with other health and care professionals to plan and provide services locally. Cluster priorities include a range of interventions that are identified to improve public health outcomes. Supporting primary care providers to work collaboratively within their clusters is expected to improve primary care sustainability and resilience.

Pharmaceutical services

Improved patient outcomes by providing innovative and specialist medicine in a faster way, adhering to clinical evidence when doing so, and ensuring that the administration of every medicine used adds value to the patient receiving it.

The Health Board recognises the need to make urgent improvements in operational performance, BUT ALSO RECOGNISES CONTINUED FOCUS IS REQUIRED IN PARALLEL

TO REDESIGN SERVICES TO PLACE A GREATER EMPHASIS UPON PREVENTION AND PRIMARY CARE





Planned care

The Health Board firmly recognises the need to improve planned care performance. While progress has been made in particular for those with the very longest waits, there are still too many patients waiting long periods for planned care interventions. The Health Board also needs to change the approach in some areas of planned care to be better prepared for current and future demand.

The plan sets out a range of activities that will lead to reductions in overall waiting list sizes and lengths of wait, with particular focus upon the longest waiting patients. These activities will result in improved patient experience and less unnecessary travel. Health Board resources will be better used, allowing more care to be delivered.

Some of this work will require the reconfiguration of services to improve the effective and timely delivery of care. The Health Board will undertake work to identify the potential for different service configurations and the impact they would have for people living with multiple long-term conditions, seeking to deliver more coordinated care resulting in less hospital visits.

Unlike other organisations, the Health Board does not have dedicated 'cold surgery' sites at present. These are sites where surgical activity can be protected from the impact of urgent and emergency care pressures. This will be partially addressed when the additional theatres and ward space in Llandudno become available. The Health Board will continue to explore the potential of cold-site surgical and diagnostics capacity.

Alongside this, improvements will be made to the way appointments and procedures are booked to make this more efficient and more convenient and accessible for patients.

The Health Board needs to change the approach IN SOME AREAS OF PLANNED CARE TO BE BETTER PREPARED FOR CURRENT AND FUTURE DEMAND.

Urgent and emergency care

It is important to make it easier for people to access urgent and emergency care in the right place when they need it. Better availability and use of alternative appropriate services for those who need urgent, but not life-threatening care will lead to better experience and outcome for those using those services. By reducing pressure on Emergency Departments it will also lead to better experience and outcome for those who need the highest level of care and support.

Many people still attend Emergency Departments when they could have been treated within other health care settings, such as a minor injury unit, by primary care out-of-hours services (including NHS 111 Wales) or in many cases by planned care services in less urgent settings. Signposting, alongside ensuring adequate timely access within planned care services, continue to be important in reducing avoidable demand upon urgent and emergency care services.

Plans to improve Same Day Emergency Care Services and expand the use of community pharmacy services as an alternative to urgent care GP and hospital services are among the steps being taken to help get the care and support they need without avoidable delays.

Cancer care

During 2023-24 the Health Board developed a cancer care road map for the coming five year. The plan sets out a range of actions to develop a more resilient service for the people of North Wales, enabling the Health Board to maintain referral to diagnosis waiting times. The activities will also lead to more care being delivered in North Wales, resulting in less long journeys for individuals with cancer.



This work will build upon comparatively good historic cancer referral to diagnosis waits and improving outcomes by addressing those areas of cancer care that remain challenging across primary and secondary care and in cancer diagnostics.

The recruitment and retention of specialist staff has presented difficulties in recent years, but there have been recent improvements and it is a key priority to now embed this.





Diagnostics

There are performance and sustainability challenges in a number of diagnostic areas that adversely impact upon waiting times and patient experience. These require a mixed approach to address current demand alongside resolving sustainability issues for the longer term. Addressing the priorities in the plan will allow us to better balance demand and capacity in diagnostics, which in turn will result in shorter planned care waits, and faster diagnoses.

Adult mental health, learning disability, CAMHS and neurodevelopment

Implementing the actions set out in the plan will lead to more consistent mental health service delivery in North Wales, with greater alignment with national best practice and guidelines. This will improve access to services and user experience.

Currently challenged services

Addressing the challenges that these services are experiencing will lead to more consistent, reliable services, able to better meet the needs of the population of North Wales.

Women’s services

The Health Board awaits the National ‘Women’s Health Plan for Wales’ and remains committed to transforming and improving quality services for women. We will continue to engage with both Gynaecology, Maternity and Neonatal Voices and local Public Health Colleagues to understand our population needs, to inform and co-produce service development plans.

Children

The plan aims to provide more consistent availability of children’s services closer to home, increased child safety arising from high quality decision making in children safeguarding cases and better longer-term outcomes through consistent focus upon the first 1000 days of life.



PROVIDE MORE
CONSISTENT
AVAILABILITY
OF CHILDREN’S
SERVICES
**CLOSER
TO HOME.**

Improving quality for the future of services across North Wales

Every day across North Wales people receive high quality care. However, there are occasions when this care does not meet the standard patients expect or deserve.

A key part of the Health Board’s plans to deliver sustainable improvement throughout its services will be the development of a new Quality Management System (QMS). This system will support the organisation’s commitment to being a learning, self-improving, data-led organisation. Work has already taken place with experts nationally and internationally, as well as with healthcare professionals in North Wales, to start developing this.

By effectively developing services and continually monitoring performance at the point where care is delivered, as well as outcomes, the system will provide real-time quality control and assurance. The CMS will anticipate where a service needs improvement so support can be provided before significant issues arise rather than reactively when harm may already have been caused.



To make this happen, four core activities need to be aligned:

Quality Planning

This involves understanding the “customer” needs for a service. This includes the standards and best practice to be achieved, the current challenges and successes, and developing clear plans through the planning framework to meet them.

Quality Control

This involves activities at the “front line” of the service to understand quality at an operational level so that the service meets the needs and standards (as above) with day-to-day corrections where needed. This is enabled through the performance and risk frameworks.

Quality Improvement

This involves systemically improving quality where the service does not meet the needs and standards. It also includes efforts to exceed those needs and standards to achieve excellence and continuously improve. This is the first of three lines of defence.

Quality Assurance

This is the independent understanding of quality and consists of both the second and third lines of defence, with the aim of ensuring minimum standards are achieved or there are plans in place and good quality management structures are in place. It consists of the organisational level activities to provide assurance.

The QMS tool will initially be used to support Clinical Areas of Concern within the special measures framework. The first two services to adopt this approach will be vascular and urology, two services that have quality issues that are well recognised and are on different stages of the development journey.



Supporting people to keep well

Prevention and reduction of avoidable ill-health are key priority areas and the Health Board will continue to engage with partners across the North Wales region to meet these challenges. Many of the chronic illnesses that contribute significantly to both unscheduled care and planned care attendances in primary and secondary care are largely preventable.

Providing care as close to home as possible

The vast majority of patient contacts in the NHS occur in primary care. The Health Board recognises the importance of providing stable, resilient primary care services to ensure people get the care they need at the right time and in the right place.

Accessing services appropriately

Helping people to access care and support they need in the right place, rather than an Emergency Department, will improve their experience and reduce unnecessary waits. It will also mean those specialist urgent care services are available for those who need them most.

Waiting times

THE HEALTH BOARD WILL CONTINUE THE WORK TO

REDUCE THE AMOUNT OF TIME

PEOPLE HAVE TO WAIT FOR THEIR APPOINTMENT

AND ALSO IMPROVE THE WAY THAT APPOINTMENTS AND PROCEDURES ARE BOOKED TO MAKE THIS MORE EFFICIENT AND MORE CONVENIENT AND ACCESSIBLE FOR PATIENTS.





Establishing an effective environment for learning



University partnership

Academic enrichment is an integral part of the Health Board approach to providing high quality medical, nursing and allied health professional care for North Wales residents. Maintaining high levels of research, development and innovation aid the Health Board in recruiting high-calibre professionals and in providing progressive clinical services.

Research, development and innovation

The Health Board benefits from being a research active organisation, whilst rapidly exploiting the latest innovations and wishes to retain and grow these benefits. This year the North Wales Clinical Research Facility began the first-in-human vaccinations trial in the UK in the fight against mpox (previously known as monkeypox). The trial was sponsored by Moderna for a new vaccine against the disease and is the latest pioneering study to be carried out at the facility.

Academic careers

Offering career pathways that span academic and operational practice has the potential to help the Health Board to recruit and retain staff in difficult to staff areas, and also to help maintain an innovative approach to service redesign.

Intelligence-led

Numerous external reviews have identified the need for the Health Board to be making evidence-based decisions based on good data. Becoming an intelligence led organisation will result in proactive decision making, risk mitigation, optimal use of resources and improve quality and performance which means better health and well-being outcomes across North Wales.

Learning organisation

Robustly investigating significant events, and then ensuring widespread learning will reduce the number of future significant events that arise.

The new medical school for North Wales will admit and train hundreds of medical students in its first decade and will help ensure there are increased training opportunities for qualified doctors to stay and work within NHS Wales.

Making change happen

The core purpose of the Financial Plan is to reflect the financial impact of the decisions and service developments contained within the Annual Plan and support the fundamental aims and strategic objectives of the Health Board.

The Health Board has a statutory duty to breakeven against the resource limit set by Welsh Government over a three-year period.

The 2024/25 financial plan reflects the financial challenges from 2023/24 continuing into the new financial year, with the ability to achieve financial balance and the key financial duty challenging in the current climate (despite the receipt of an uplift in funding) evidencing the need for transformational plans for healthcare as we look to the future.

The financial plans align to the strategic ambition of the Health Board, and whilst not in 2024/25 attaining the key financial duty to break-even, it is envisaged the foundations will be laid that will enable attainment of a productive, efficient and employed workforce offering high quality patient care that is financially sustainable.

Workforce resources

The Health Board has an ambition for healthcare that is built around having a health care workforce with the capacity, competence and confidence to meet the needs of the residents of North Wales. This approach enables work with those working within the Health Board and with partners to start to address a number of current and long-standing challenges, prepare the Health Board for future challenges and to embrace and create opportunities to succeed.

The Health Board will require an agile, flexible, multidisciplinary workforce for an increasingly digital workplace, able to develop the skills needed to adopt and exploit new technology. The Health Board will change the way it sees and engages with its workforce, continuing work to develop a culture where all staff have a voice and can contribute to the success of the organisation, and to transform traditional roles and ways of working to support new models of care through local and the national improvement and transformation programmes.

Recruitment of staff will still be challenging across the NHS during 2024-2025. Workforce teams will support key areas across the Health Board to firstly stabilise services and secondly ensure staff are working to their key skills to ensure quality based effective patient care.





Our main purpose is to improve health and deliver excellent care. We aim to put our patients and our communities at the centre of all that we do.

We want people to feel they are being listened to, and that their views are making a valuable contribution to local health services in North Wales.

There are lots of ways people can get involved in supporting and engaging with the Health Board. This can be through volunteering, partnership working or just keeping up-to-date.

More information about how people can do this can be found in the [Get Involved](#) section of the BCUHB website.

Stay Informed

People can keep themselves up-to-date with what the Health Board is doing through the [News Section](#) on the BCU website, or by following our social media channels:

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 betsicadwaladr/

 BetsiCadwaladr



