

Betsi Cadwaladr University Health Board

Three-Year Plan: Summary 2025-28



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WALES

Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

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Foreword

Our plan for a healthier North Wales

As a Health Board, we are committed to improving the health and wellbeing of everyone in North Wales. Over the next three years, we will continue our journey towards high-quality, effective, and efficient healthcare services, working closely with our communities and partners.

This is the first time the Health Board has been able to produce a financially balanced “Integrated Medium-Term Plan” and it sets out how we will deliver on national priorities and respond to the serious challenges that led to our escalation to Special Measures in 2023. We must continue making progress—and this plan is our roadmap for action and improvement.

Whilst we have made positive changes in leadership, culture, safety, and in how we manage our finances, we know we’re not where we need to be. Too many people still wait too long for care, and we must do better.

We will improve how we plan and deliver services. We will modernise how we work, learn from others, and share the best ideas across our teams. We will make the best use of public money and support our staff to deliver real change.

To guide our work, we’ve set **five** clear objectives:



Building an effective organisation



Developing strategy and long-lasting change



Creating compassionate culture, leadership and engagement



Improving quality, outcomes and experience



Establishing an effective environment for learning and skills development

We will live our values— Openness, Compassion and Respect—in everything we do. These values were shaped by our staff and partners, and we are proud to uphold them.



COMPASSION



OPENNESS



RESPECT

We know we have more to do, but we’re determined to change and with continued support from our staff, partners and the people of North Wales, we can become the excellent health board that our communities deserve.



DYFED EDWARDS
 Chair,
 BCUHB



CAROL SHILLABEER
 Chief Executive,
 BCUHB

THE LARGEST Health Organisation in Wales



c.£2.4bn
Budget



c.20,000
Staff Members



c.700,000
Population



6 Counties



83 Dental & Orthodontic Practices



3 Main Hospital Sites



147 Community Pharmacies



69 Optometry / Optician Practices



16 Community Hospitals



96 Medical Practices (GP Practices)

Introduction

Betsi Cadwaladr University Health Board is the largest health organisation in Wales, providing services for over 700,000 people across the six counties in the region.

Our purpose is to improve the health and wellbeing of all these people and to provide excellent healthcare services.

As a Health Board, we are required by law (NHS Finance, Wales, Act 2014) to develop an Integrated Medium-Term Plan ("Three-Year Plan") that:

- Improves the health of the population
- Improves the provision of health care
- Is financially balanced over a three-year period
- Is approvable by Welsh Government.

As a Health Board, we've been working hard in recent years to make long lasting improvements to healthcare services and the experience of people in the region. We know there is more to do and our focus is clear in that our plan sets out our key commitments for the next three years and this summary highlights what we will be focusing on for 2025-2028.

Strategic Objectives

By **building an effective organisation** we will:



- Aim for high quality services, every time, for everyone.
- Have stronger foundations to future-proof our services.
- Have the right systems in place to work effectively 'behind the scenes' so that frontline services can provide the best care possible.
- Make sure we're meeting all our legal duties as an organisation responsible for and to our communities.

What is a Quality Management System?

A QMS is a way of working that will be at the core to all we do, supporting us to plan for and deliver the highest quality services for the people of North Wales.

This is made up of:

- **Quality Planning**
We will plan for the services our population needs – following best practice standards to understand what works, what doesn't and co-producing plans with our partners.
- **Quality Assurance**
We will be confident that services are meeting the standards they should, with plans, processes and structures in place to help make this happen.
- **Quality Control**
We will know how services are working on the "frontline" with staff empowered to make day to day improvements so that services consistently meet high quality standards, measuring themselves against these standards as they go.
- **Quality Improvement**
We will improve our services through ongoing innovations, as well as supporting long lasting, continuous improvements to achieve excellence and consistently exceed expectations.





Foundations for the Future

In 2022 changes were made to the structure of some parts of the organisation. At the time, this was referred to as our new 'Operating Model'.

Following those changes, and in response to feedback about the impact of those changes, we are looking more broadly at improvements that need to be made which go beyond simply the structure of the Health Board and how we work. The ambition is that we can all work together to deliver our core

purpose and strategic objectives with the right tools in place, underpinned by supporting pillars including: people; culture; structures; processes and strategy.

This work is called Foundations for the Future. We want to build a strong, sustainable, effective base on which to develop so we can deliver consistently good patient care across all our services. We will be working with our staff over the next year to co-produce what this looks like.

By developing strategy and long-lasting change we will:



- Have the right services, in the right place that are accessible to all with an agreed Clinical Services Plan and revised ten-year strategy for the organisation.
- Improve how we plan for and provide services that are right for people's needs.
- Protect our natural environment and provide care in a more sustainable way.
- Modernise services and invest in digital transformation.
- Better support our workforce; making sure we support our staff to continually learn and develop their skills.
- Work with partners across the region to do the right thing for the communities we serve in a more joined up way.



Developments like the new planned care hub in Llandudno will transform elective orthopaedic services at Betsi Cadwaladr Health Board, benefitting patients, staff and the wider North Wales community, by delivering a planned 1,900 procedures a year.

Modernise services and invest in digital transformation.

The development of digital systems will revolutionise how the administration of patients and their records are managed, making it easier for clinical staff to give continuity of care for patients. It should also speed up referrals for service users, allow more time for clinical practice for staff and help eliminate errors which can occur within paper recording systems. We have been successful in securing more than £12m of Welsh Government funding to support this transition for Mental Health services in the first instance, with the ambition being to roll out an Electronic Healthcare Record across all services in time.

By creating compassionate culture, leadership and engagement we will:



- Actively demonstrate compassion, openness and respect in all we do, holding each other to account as staff members at all levels.
- Develop leaders at all levels, supporting our staff to do the best job they can whilst continually learning, living the values and supporting others.
- Work with the people of North Wales and our partners; giving a voice to those who use our services on how those services are designed, developed and operate.
- Promote and celebrate Welsh language and culture.

MENTRO VENTURE
EXPLORING LEADERSHIP AND MANAGEMENT
ARCHWILLO ARWEINYDDIAETH A RHEOLAETH

- Moel Famau**
A programme for Aspiring People Managers to build foundational leadership skills.
- Mynydd Mawr**
A foundations of Leadership & Management programme. Designed for staff who are new to a management role or a new manager into the organisation, this programme will provide the required knowledge & skills required in leadership & management.
- Cadair Idris**
A mid-level Leadership & Management programme aimed at established operational mid-level managers who are looking at leading teams through change and uncertainty.
- Tryfan**
A transition to Senior Leadership programme, designed for those transitioning from operational to senior management roles.
- Glyder Fawr**
An Advanced Senior Leadership programme, developed to provide learning on how to move beyond leadership within an area of professional expertise, into executive roles that span organisational boundaries.
- Yr Wyddfa**
An Executive Development programme emphasising Strategic Systems Leadership and strategies of how the Executive group and Board can work as an effective team.

We have recently launched a new suite of leadership development programmes, supporting our staff to be the best they can and fostering development and growth from within.

Board Members of Betsi Cadwaladr University Health Board have endorsed a new set of organisational values and behaviours designed to drive change and improvement within the organisation.

Compassion, Openness and Respect are the three guiding principles represented by NHS staff and services working across North Wales.

Senior leaders have pledged their names to support the values, which have been shaped through consultation with staff and external partners over the last six months.



By improving quality, outcomes and experience we will:



- Better support people to live well, working with our services and communities to prevent conditions from developing wherever possible, e.g. Type 2 Diabetes, and providing support and care earlier if they do.
- Reduce waiting times for emergency departments, appointments and planned treatments.
- Improve the time in which a cancer diagnosis is made, making sure people receive the appropriate onwards treatment and support as soon as possible.
- Improve community care services, including dental care and pharmacy services, so more people receive support closer to home.
- Improve primary care services, sharing and replicating good work across areas.
- Provide improved mental health services for adults, children, and young people.
- Improve services for women's health, establishing a Women's Health Hub.
- Work with our partners to give children in North Wales the best possible start in life, with better support for neurodevelopment and learning disabilities.
- Provide better support at every stage of life, including improved palliative, end of life and bereavement services.
- Improve dementia services by embedding best practice across the region and working better as a multi-professional team to support people seamlessly across all care settings.
- Provide additional support to improve our currently challenged services.





By **establishing an effective environment for learning** we will:



- Work with our University and education partners to embed research and innovation, continuing to learn, evolve and move with the times.
- Make data-driven decisions that provide the services people need, when they need them.
- Expand our offer and ability to support academic careers so our workforce is not only supported to continually learn but bring the most up to date thinking and practice to their roles within the Health Board.

Making change happen

We are making sure that we are set up in the best possible way to make the real and lasting improvements we've set out to achieve over the next three years. We have put new tools and processes in place to help us improve, plan, manage and deliver change more effectively across the organisation.

By taking a clearer, more consistent approach to change, we're already seeing better results, with more of the 2024/25 plan delivered within a clear timeframe.

We'll continue to build on this progress, making sure staff have the training and support they need, and using best practice to guide improvements. This will help us make faster, more meaningful improvements for the people of North Wales.

Performance

We are improving how we monitor and manage performance to deliver better care for the people of North Wales. A new Integrated Performance Framework helps us track progress, identify issues early, and take swift action where needed. By setting clear goals and using reliable data, we're building a more accountable, outcomes-focused organisation. This approach will help us improve patient experience and outcomes whilst making sure everyone understands their role in delivering change.

Risk

We're taking a more structured and joined-up approach to managing risks. Our teams will closely monitor progress against our plans and regularly report to the Board. Risks will be identified early and acted on quickly to keep services safe and sustainable. We're linking performance, outcomes, and risk data so we can clearly see where improvements

are needed and ensure support and clear ways of working are in place at every level.

Workforce

With over 20,000 people working within the Health Board, we're developing a skilled, flexible workforce ready to meet the changing needs of our communities. This includes recruiting staff who share our values, supporting their wellbeing, and creating clear opportunities for career growth. We're also working with local education partners to open up new routes into healthcare jobs for people across North Wales. From improving digital skills to tackling recruitment gaps in key areas like Dermatology and Orthodontics, we're focused on creating a strong, supported, and sustainable workforce for the future.

Finance

We are committed to using our financial resources responsibly to support high-quality, sustainable healthcare for North Wales. Our financial plan aligns with the goals in our Three-Year Plan and aims to help us meet our legal duty to balance the budget over three years. Despite challenges, we are working to strengthen our financial position by prioritising spending, improving efficiency, and focusing on what delivers the best value for patients.

We are taking action to reduce waste, increase efficiency, and ensure resources are used where they'll have the most impact. We will focus on areas like clinical value, workforce planning, and smarter procurement through an overarching approach to Value and Sustainability that ensures public money is being invested in areas of greatest need within our population.

Get involved

We know we have many challenges, but we are making some progress and we will continue sharing this progress with you. 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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