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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Clinical Services Plan

Stakeholder Reference Group

5th November 2024





Background & Case for Change

Programme Governance

Phase 1 (Issues Paper)

Phase 2 (Options Development)



Our long-term plans for service provision remains as set out in our strategy called A Healthier Mid and West Wales Our Future Generations Living Well.

Until the strategy is fully implemented, including the establishment of the proposed new hospital network, services are having to manage fragilities daily. The pandemic has further exposed these deficiencies, with many services unable to restore pre-COVID activity levels or service models. To respond to this, we have established a Clinical Services Plan programme to review some key services.

Services within the Clinical Services Plan are delivered across Hywel Dda from hospitals and community sites. Inpatient services are predominantly delivered from Bronglais Hospital in Aberystwyth, Glangwili Hospital in Carmarthen, Prince Philip Hospital in Llanelli, and Withybush Hospital in Haverfordwest. Outpatient services are also delivered from these hospitals as well as community hospitals and clinics.



Aim:

- Develop a series of options for delivery of the Clinical Services Plan programme in response to service fragilities or unsustainability based on the principles of care that is safe, sustainable, accessible, and kind. The development of a Clinical Services Plan is also an action within the Targeted Intervention requirements of Welsh Government

Objectives:

- Respond to Critical Care service fragility
- Respond to Emergency General Surgery service fragility
- Sustainably improve access and reduce waiting times for patients for Planned Care (Ophthalmology, Dermatology, Urology, and Orthopaedics) and Diagnostics (Endoscopy and Radiology)
- Improve standards and respond to service fragility within the Stroke service



As well as specific engagement activities, several key stakeholders form part of the overall governance structure of the programme. These include:

CSP Sub Group (subgroup of the AHMWW)

This group is responsible for the successful delivery of the Clinical Services Plan. It oversees all aspects of the programme. Key stakeholders within this group include (but not limited to):

- Directors and Assistant Directors from across the health board
- Llais (patient representatives)
- Staff Trade Union Representative

Clinical Reference Group

This group is responsible for providing a multi-professional view, agreement or advice and recommendations for the CSP Groups. Key stakeholders within this group includes:

- Primary and Secondary Care Deputy Medical Directors
- Hospital Directors, Medical Staff Committee (MSC) chairs, Nurse, Therapies and Medicines Management leads



Early Engagement Survey

As part of the issues paper, early engagement with staff members and patients took place in form of a survey to inform the programme about how they felt about identified services. The comments were included within the Issues Paper presented to Public Board in March 2024.

- Questions about the services were sent to staff who were identified by the services as working in, or closely with their service. 352 responses were received out of just over 700 staff members contacted.
- Questions were sent to a random selection of members of the public who have accessed the identified services themselves, or care for someone who has between 1 August 2018 and 31 July 2023. 5,927 responses were received out of just over 60,000 members of the public contacted.
- The responses to these questions were analysed by Opinion Research Services and formed part of the Issues Paper.



Check and Challenge

These events were mainly held as an online event (MS Teams), although a few were held in person.

They provided individuals the opportunity to review, challenge and provide feedback on the Options Development Group (ODG) service proposals. There were 8 separate Check and Challenge events in total.

All feedback was recorded and used to inform the work carried out at the ODG workshops. Groups invited to attend Check and Challenge events include:

- Staff working within, or closely with the services
- Staff Trade Union representatives
- Llais (Patient Interest Group)
- Welsh Government
- ARCH (A Regional Collaborative across Health)
- Patient Representatives (2 representatives identified from each of the seven GP cluster areas)
- Local Authority partners
- Neighbouring Health Boards
- Third Sector Organisations (e.g. RNIB and Stroke Association)



Keep Informed Group

As well as the Check and Challenge Group, information about the CSP has been proactively shared with several groups. This includes updates after public Board meetings and at key milestones of the programme. This group included:

- Members of the public who expressed a wish to be kept informed
- Third Sector Organisations (e.g. RNIB, Stroke Association)
- Other Healthcare Organisations (e.g. Diabetic Eye Screening Wales)
- Other Healthcare Programmes (e.g. GIRFT)
- Wider Health Board staff who are not part of Options Development or Check and Challenge groups (Using Team Briefs, Global Emails, Viva Engage and Staff Facebook)



Keep Informed Group (continued)

Although these groups were not included within the Check and Challenge process, they are still encouraged to share any feedback about the programme.

Voices of Children and Young People attending Dermatology, Paediatric Ophthalmology and Radiology appointments were recorded and played to the Options Development Group during Sprint 3 on 13 June.

Out of process feedback

As this has been a transparent process, feedback has often been received from parties who have not been identified or approached as a forum to share information.

The feedback from all the keep informed group and out of process feedback has been recorded and has been played back to the Options Development Group to help inform and shape the programme.



Further engagement opportunities

Details about the CSP has been, and continues to be shared with the following groups and forums:

- Carmarthenshire, Ceredigion and Pembrokeshire Public Services Boards
- Staff Partnership Forum
- Mid and West Wales Planning and Delivery Executive Group
- Stakeholder Reference Group
- Local Medical Committee
- Medical Leadership Forum
- Healthcare Professionals Forum
- Neighbouring Health Boards
- Information about CSP is disseminated to the general public by way of press releases and on Health Board social media accounts and website



Additional Stakeholder Engagement Activities

Throughout the life of the programme, there have been requests for additional engagement. This has been provided to the following services and groups:

- Pharmacy and Medicines Management
- Stroke teams
- Allied Health Professions and Health Science Forum
- Site teams (additional Check and Challenge events extended to the acute sites)
- Medical Staff Committee at Bronglais and Withybush hospitals

The feedback from these groups has been recorded and is played back to the Options Development Group to help inform and shape the programme.

A list of all engagement activities already carried out and currently planned are noted within the Communications and Engagement Plan.



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Clinical Services Engagement and Communications Plan

The Health Board has an agreed strategy, "[A Healthier Mid and West Wales](#)", which sets out our vision for health care across Hywel Dda, including the future configuration of services. This remains our direction of travel and was reinforced through the Programme Business Case approved by Board in January 2022. The fragility of our services was a key driver for the strategy that was further exposed through the COVID-19 pandemic and remains a risk today.

In March 2023, Board approved the establishment of a programme approach to develop a Clinical Services Plan in response to these fragilities, and based on the principles of care that is safe, sustainable, accessible, and kind. The development of a Clinical Services Plan is also an action within the Targeted Intervention requirements of Welsh Government.

The long-term plans for services remain as set out in "A Healthier Mid and West Wales". However, there is a need to consider service provision over the medium term. Prior to the pandemic, and in the strategy, it was recognised that many of our services were fragile, predominantly because of our clinical teams being spread across multiple sites, and an over-reliance on a small number of individuals. Services in scope include:

Service	Scope
Urgent & Emergency Paediatrics	How we provide urgent and emergency children and young people's (paediatric) services for people who live in, or visit, areas that are serviced by Withybush Hospital and Glangwili Hospital (consultation completed, Communication and Engagement Implementation Plan in place).
Planned Care (Ophthalmology, Dermatology, Urology, Orthopaedics)	The scope for each service area is still being defined as part of building an Issues Paper. This will include consideration of how services are performing in the interim

Emergency General Surgery	years (prior to establishment of the proposed new hospital network), implications of the health board's targeted intervention status, and progress towards our long-term strategy 'A Healthier Mid & West Wales: Our Future Generations Living Well'.
Stroke	
Diagnostics (Radiology, Endoscopy)	
Critical Care	
Primary Care	<p>Primary Care was included as part of the CSP, in recognition of the sustainability challenges it faces. Primary Care has been defined as:</p> <ul style="list-style-type: none"> ○ General Medical Services (GMS) ○ Community Pharmacy ○ General Dental Services (GDS) ○ Optometry Services. ○ Community Dental Services (CDS) ○ Out of Hours (OOH) service.

In our health and care strategy, A Healthier Mid and West Wales, we made a commitment to continuous engagement and good communication with our population. This means we work together every step of the way with our staff, patients, carers, people who live and work in our communities and people or organisations delivering or interested in health, care and well-being.

Objectives of the communications and engagement plan

- Raise awareness of the Clinical Services Plan Programme and it's progress
- Remind people of the health board's strategy and the commitments, including how we arrived at this point and next steps
- Demonstrate how our strategic objectives are delivering our long-term strategy:
 - Putting people at the heart of everything we do
 - Working together to be the best we can be
 - Striving to deliver and develop excellent services
 - The best health and well-being for our communities
 - Safe, sustainable, accessible and kind care

- Sustainable use of resources
- Enable ongoing engagement with patients, carers, staff, public and wider stakeholders to support the development of the Clinical Services Plan at each stage of every phase
- Raise awareness of the opportunities to participate and share views – demonstrating that we are taking a continuous listening approach

Audience

For the purposes of this plan, key audiences are broadly divided into the following categories:

- Patients, service users, carers for identified services
- Staff working within or affect by the identified services
- Key stakeholders and partner organisations
- General public, including seldom heard groups who have experience of using the identified services
- Political representatives

A full stakeholder map for the programme is live and will be available from the Engagement Team on request.

Methods of communications / engagement to target audience in this discovery phase up to Board meeting in March 2024

The Health Board has a range of methods and channels to enable communication and engagement. Depending on the requirements, this may include, but is not limited to the following:

Method / activity	Rationale
Press release / media statements	Key decisions or milestones to be announced to media for purposes of openness and transparency. Traditional media (print, radio) is a mechanism by which we can reach a non-digital audience, which can include staff, stakeholders, patients and service users and the public.
Social media	The health board’s social media platforms can help reach the digital audience. Organic ‘free’ activity will target those who already take an interest in the health board’s activities by ‘following us’ and paid adverts can be utilised to target other audiences in our area.
Distribution of information (electronic)	To keep the following audiences updated and involved in the Clinical Services Plan: <ul style="list-style-type: none"> • staff and patients who have declared themselves as interested (either in specific areas or the overarching CSP) when responding to the staff and patient surveys in the autumn 2023)

	<ul style="list-style-type: none"> • people who have declared themselves as interested in health transformation • a stakeholder database of interested people and organisations, as well as members of Siarad Iechyd / Talking Health, an involvement and engagement scheme. This includes around 2,500 email contacts available to share information with.
Distribution of information (Hard copy)	Some audiences above, may have declared a preference for information in hard copy through the post, and these are provided accordingly.
Surveys / questionnaires (electronic, hard copy, phone)	<p>Surveys for staff patients, which can be targeted accordingly, can provide an opportunity for people to share their views on the Clinical Service Plan service areas as part of early engagement.</p> <p>These can be used to reach new audiences and gain their input.</p> <p>Opportunity for people to share their views at various stages of engagement via electronic surveys, with the option to send out paper copies that can be returned via Freepost or completed over the telephone.</p>
Email address & telephone contact details to receive contributions	<p>To provide an opportunity for people to share their views in their own time.</p> <p>For respondents who may have digital accessibility issues, there will be the option to send written comments via hyweldda.engagement@wales.nhs.uk email or Freepost or they can telephone the Communications Hub. The intranet and webpage list these contact details.</p>
Workshops / virtual events / Q&As	<p>To provide a space for further detailed conversations as part of the early engagement.</p> <p>For both internal and external audiences. Opportunity for people to share their views at various stages of engagement.</p>
Conversations	<p>To provide a general space, where people who do not access digital communications can share their views. There is the opportunity for people to telephone the Communications Hub to receive their feedback verbally. People can also write to FREEPOST HYWEL DDA HEALTH BOARD. Feedback is captured and collated.</p>
Seldom heard groups key activities	<p>Reaching a seldom heard audience to consider their views and input.</p> <p>This activity will be guided by the Diversity and Inclusion Team and consider the best methods for engaging with key groups at various stages of the targeted early engagement.</p>
Target key meetings / groups	Reaching a bespoke audience of the users of services under review. Existing opportunities will be identified to engage with key groups as part of the engagement process
Staff engagement	To ensure staff feel invested and confident that they are 'part of the conversation'. An engaged workforce will also help spread messages to services users, patients, public etc. by way of acting as 'ambassadors' or 'champions'. This would be through internal communication channels.

Direct communications	Allows for unfiltered messaging from the health board direct to those we wish to communicate with, such as clinical leads sharing information, posters, advertised contact details on the webpage and intranet.
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All content will be delivered so that it is easy to understand, meets Welsh Language requirements, and we will endeavour to meet the accessibility needs of our communities.

*This is a working document and will be updated regularly

Engagement & Communications plan (September 2023 up to Issues paper going to Board in March 2024)

PHASE 1: EARLY TARGETED ENGAGEMENT

The first phase of the review is to share surveys with patients to capture their views of using our services included in the Clinical Services Plan. Staff are also invited to share their views via surveys. The initial phase for Primary Care and Community is to invite General Medical Services (GMS), Community Pharmacy, General Dental Services and Optometry Services, as well as the out of hours and community dental workforce, to share their feedback through the completion of a survey.

This will inform the development of an issues paper, explaining the status quo position of the services within the programme. The paper will draw out key issues that are affecting service delivery using activity data, patient experience (including incidents, complaints, claims and compliments) data, workforce information, noting board approved service changes with targeted engagement feedback to support.

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
September 2023 Completed 22/09/23	Develop staff and patient survey questions.	Patients Staff	TPO/ Project team/Communications Team	
September 2023 Completed 19/09/23	Develop intranet landing page for containing links to staff surveys	Staff	Communications team	
September – October 2023 Launched 22/09/23 Online Targeted Staff Engagement Session 22/09/23	Staff surveys distribution - Stroke, Emergency General Surgery, Ophthalmology, Orthopaedics, Urology, Critical Care and Medical Emergencies, Dermatology, Radiology, Endoscopy.	Staff	TPO/ Project team	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
September 2023	Prepare and host a targeted staff engagement event with follow up communication	Staff	TPO/ Project team	Completed 22/09/2023
October 2023	Develop webpage for Clinical Services Plan – information, updates and contact details for feedback and queries	All	Communications team	
October 2023 (for 2 weeks) Survey to be circulated by text 19/10/23	Patient survey distribution – targeted to sample of patients between 2018 - 2023	Patients	TPO/ Project team	
October 2023	Staff bulletin- request for staff to complete surveys (Oct 23)	Staff	Communications team	Clinical Services Plan - complete the survey
October 2023	Global staff emails –x 3 Invitation to complete survey, reminder, survey closing	Staff	Communications team	
October 2023	Closed Staff Facebook Group –x 3 'Please complete our questionnaire' (Oct 05, 12, 20)	Staff	Communications team	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
August to October 2023	Undertake an initial stakeholder mapping exercise with each CSP project area	All	Engagement team to facilitate	
October 2023	Feedback mechanisms for the general public to the Clinical Services Plan to be identified	Public	TPO/ Engagement team/Communications Team	Contact details by of email, telephone and freepost included on the CSP landing page
October 2023	Develop process for responding to queries raised by the public regarding CSP service areas	Public	TPO/ Engagement team / Communications team	
October/ November 2023 Completed 30 November 2023	Develop intranet landing page for containing links to staff surveys	Staff	Communications team	
30 November 2023 - 2 January 2024 Completed 02 January 2024	Primary Care provider survey launched	Stakeholders	TPO/ Project team	
November 2023	Clinical Services Plan update issued in Team Brief	Staff	Communications Team	Hywel Dda Intranet - Team Brief November 2023 Issue 94.pdf - All Documents (sharepoint.com)

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
November 2023	For our public we used our corporate website to provide dedicated spaces for people to find out more information and to share their views	All	Project team / Communications Team	Clinical services plan - Hywel Dda University Health Board (nhs.wales)
November 2023	Share project updates with database of patient and staff contacts	Patients Staff	Engagement team	Activities noted in plan below
22/02/24	Facilitate Board Seminar, taking place 22/02/24	Bespoke (Board Members)	TPO	
28/03/24	Public Board	All	TPO	
March 2024 Issue 96	Team Brief issued with update on Clinical Services Plan	Staff	Communications team	Team-Brief----- ----- March-2024---Issue-96.pdf
02/04/24	Staff Partnership Forum	Staff	TPO	
April 2024 03/04/24	CSP website updated following Public Board.	All	Communications team	Clinical services plan - Hywel Dda University Health Board (nhs.wales)

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
April 2024 04/04/24	CSP Intranet updated following Public Board.	Staff	Communications team	Clinical Services Plan (sharepoint.com)
April 2024 17/04/24	Update to staff global following issues paper acceptance by board	Staff	Communications team	

PHASE 2: OPTIONS DEVELOPMENT

Following the submission of the issues paper to Public Board, the next step is for the nine service areas (with the exception of Primary Care and Community) is to review the issues impacting each service. This will be achieved through workshops, which will include our staff and patient representatives. The workshops will develop a set of potential options to support and improve these services during the coming years. This options development is based on the principles of care that is safe, sustainable, accessible and kind.

Primary Care has been included as part of the Clinical Services Plan process, Phase 2 will differ to the other services. This will include the development and creation of a Primary Care and Community Strategy for Hywel Dda that will set out the principles and standards required to provide safe and sustainable Primary Care and Community services. This work will be captured in a separate Communications and Engagement Plan.

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
By May 2024	Develop an overall Programme Level Stakeholder Map	All	Engagement team	Phase 2 stakeholder maps completed
Sent 15-21/02/24 Closing date 03/03/24	Patients from Phase 1 survey who asked to be kept informed, invited to express an interest to take part as patient representatives in the deliberative groups	Targeted patients	TPO Engagement team	3,289 invitations sent by email and post.
March 2024	Develop initial hurdle criteria	Clinical Reference Group (CRG) Clinical representatives	TPO	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
22/03/24	Invitation letter sent to 14 patient representatives allocated a place with confirmation requested before the end of 26/03/24.	Targeted patients	Engagement Team	Places allocated based on a random selection process to ensure fairness and transparency. Further invitation sent to reserve list on 25/03/24. 7 patient representatives confirmed they would attend
04/04/24	Clinical Services Plan update to webpages - Phase 1 & 2 content.	Public	Communications Team	
05/04/24	Online pre-deliberative briefing session for service user representatives	Service user representatives (via Expression of Interest process)	Engagement Team / TPO	
09/04/24	<p>Deliberative session (in person) - with wider group of stakeholders including service user representatives</p> <ul style="list-style-type: none"> Review the issues document to identify key points Sense check what we think are the minimum criteria that any potential options need to meet (Hurdle Criteria) 	<p>Identified lead staff</p> <p>Identified partner organisations</p> <p>Service users (via Expression of Interest process)</p>	TPO	<p>The Consultation Institute (TCI) independently facilitated the session</p> <p>TCI to produce report</p>

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
	<ul style="list-style-type: none"> Discuss potential ideas 			
April 2024 Intranet updated 03/05/24	Update CSP intranet content following deliberative session	Staff	TPO/Communications team	
April 2024 Updated 07 May 2024	Create Q&As on Phase 2 (general and deliberative event) to provide high level awareness to general public. Include signpost to Board for more detailed reports on workshops.	Public	Communications team	Website updated
17/04/24	Staff reminder re Check and Challenge session	Targeted staff	TPO	
17/04/24 Issued 03 May 2024	Global email to staff to update on progress of programme (move to Phase 2 plus deliberative event update)	Staff	Communications team	"Clinical Services Plan moves to Phase 2"
19/04/24	Check and Challenge event (online) <ul style="list-style-type: none"> To present the findings from the issues paper and deliberative session to a wider stakeholder group 	Wider identified staff	TPO	Check and challenge event following Deliberative session

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
19/04/24	Medical Leadership Forum	Staff	TPO	
19/04/24	Health Professionals Forum	Staff	TPO	
25/04/24 & 26/04/24	Options development (Sprint 1) (in person) with Clinical, operational and identified interdependent staff including Llais: <ul style="list-style-type: none"> • Develop a long list of options for delivery of the Clinical Services Plan • Development of evaluation criteria and scoring methodology for short listing 	Identified lead staff Identified partner organisations	TPO	
Early May 2024 Updated 17 May 2024	Update intranet with results of Sprint 1 using tCI report *	Staff	Communications team / Engagement Team	
02/05/24	Stakeholder Reference Group	Stakeholders	TPO	
03/05/24	Clinical Services Plan Survey (what is important - evaluation criteria)	Identified service users	TPO / Engagement team	Closed 13/05/24

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
03/05/24	Publish common questions raised by participants of workshops on staff Intranet Q&As	Staff	Communications team	No questions emerged from feedback forms thus far, TPO when emailing participants as a follow-up will remind them to submit common questions
06/05/24	Global email and Staff Facebook message to keep staff updated (covering Sprint 1 and Q&As)	Staff	Communications team	Date currently being reviewed due to additional communications on CSP generally being issued in week 03 May 2024 plus update to staff on media release through global on 14 May 2024. Due to go out 24 May 2024
Week commencing 8 May 2024 Issued 14 May 2024	(1 of 5) Did you Know social media – purpose is breakdown this complex phase and build understanding on what is happening during this phase in everyday language <ul style="list-style-type: none"> CSP Intro video, English & Welsh Different weeks will take a different theme (i.e. deliberative events, hurdle criteria/scoring, shortlisting) and explain them in everyday language 	Public	Communications team	Theme for this week to be introduction to CSP.

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
08/05/24	Publish CSP specific Q&As for public and publish on AHMWW Internet pages	Staff	Communications team	
09/05/24 Issued 14/05/24	Media release to introduce CSP to external audiences	Public	Communications team	Staff and patients have their say on future of health care - Hywel Dda University Health Board (nhs.wales)
14/05/24	Global email signposting to media release: 'Today we are updating the public on progress in this second phase of the programme.' 'You can read our media release on the Hywel Dda UHB website'	Staff	Communications team	
14/05/24	Carmarthenshire PSB	Stakeholders	TPO	
15/05/24	Online pre-deliberative briefing session for service user representatives	Service user representatives (via Expression of Interest process)	Engagement Team / TPO	
16/05/24	General CSP animation live on digital screens in healthcare settings (hospitals)	Patients and staff	Communications	Achieved

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
16/05/24	Interviews with children and young people (CYP) to provide audio of young people's voices to be played at Sprint 3 session. PPH Paediatric Dermatology Clinic.	Identified lead staff	Communications	
16/05/24	Check & Challenge (online) <ul style="list-style-type: none"> To present the findings from sprint 1 to a wider stakeholder group 	Wider identified staff	TPO	
17/05/24	Check and challenge Wider stakeholders including service user representatives <ul style="list-style-type: none"> presenting the options from Sprint 1 – sense check anything else that needs to be considered hurdle criteria sense check agree scoring methodology for short listing 	Identified lead staff Identified partner organisations Service Users (via Expression of Interest process)	TPO	
17/05/24	Options Development Check and Challenge (online) <ul style="list-style-type: none"> Service teams to present their first options following the work that took place during the first workshop 	Identified lead staff	TPO	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
	<ul style="list-style-type: none"> Group members to check through these options for anything else that needs to be considered Agreement on how the options will be scored 			
17/05/24 Issued 11/06/24	Created direct communication to teams in the nine service areas (clinical and operational staff) from Directors to update and reassure. Sent from Andrew Carruthers & Mark Henwood	Staff	Communications team/TPO	
17/05/24	CSP update issued to political representatives, shared press release	Stakeholders	Communications team/Corporate & Legal services	
20/05/24 Issued 14 May 2024	<p>(2 of 5) Did you Know social media – purpose is breakdown this complex phase and build understanding on what is happening during this phase in everyday language</p> <ul style="list-style-type: none"> What is a deliberative event Different weeks will take a different theme (i.e. deliberative events, hurdle criteria/scoring, shortlisting) and explain 	Public	Communications team	Due to need to create general CSP social media week commencing 06 May 2024, (2 of 5), the theme was deliberative event, issued on 14 May 2024

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
	them in everyday language			
21/05/24	Pembrokeshire PSB	Stakeholders	TPO	Rearranged to 16/07/24
17/05/24	Update to patients who expressed an interest to be kept informed	Patients who asked to be kept informed	Engagement team	
22/05/2024	ELECTION DATE ANNOUNCEMENT - 05 July 2024			QUIET PERIOD COMMUNICATIONS
22/05/24	Data Drop In (online) <ul style="list-style-type: none"> Drop-in Session for the Options Development Group to ask any questions in relation to the process and the information provided ahead of Sprint 2 	Identified lead staff	TPO	
23/05/24 - 24/05/24	Sprint 2 – Options Development (in person) <ul style="list-style-type: none"> Review and consider additional data/information (identified in Sprint 1) Review and consider the findings from check and challenge session with wider stakeholders 	Identified lead staff	TPO	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
	<ul style="list-style-type: none"> Long list score the options utilising the Hurdle Criteria (the minimum criteria we need to meet) to identify a short list of options 			
28/05/24	Staff Partnership Forum	Staff	TPO	
30/05/24	Health Board meeting inclusive of CSP update papers and presentation	All		
03/06/24	Ceredigion PSB	Stakeholders	TPO	Rearranged for 18/07/24
03/06/24	Drop In Session (online) <ul style="list-style-type: none"> Opportunity for wider stakeholders to ask questions around the process and methodology used within the Clinical Services Plan to date 	Wider identified staff	TPO	
03/06/24	Check and challenge <ul style="list-style-type: none"> a presentation of the long list of options and evaluation criteria 	Wider identified staff	TPO	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
03/06/24 Issued 08/07/2024	<p>(1of 5) Did you Know social media – purpose is breakdown this complex phase and build understanding on what is happening during this phase in everyday language.</p> <ul style="list-style-type: none"> Different weeks will take a different theme (i.e. What is CSP?, hurdle criteria/scoring, shortlisting) and explain them in everyday language 	Public	Communications team	Election quiet period, re-scheduling of Comms post-election period.
04/06/24	<p>Interviews with children and young people (CYP) to provide audio of young people’s voices to be played at Sprint 3 session.</p> <p>GGH Ophthalmology Clinic.</p>	Identified lead staff	Communications team	
07/06/24	<p>Interviews with children and young people (CYP) to provide audio of young people’s voices to be played at Sprint 3 session.</p> <p>BGH Radiology Unit</p>	Identified lead staff	Communications team	
11/06/24	Clinical Services Plan update issued in Team Brief	Staff	Communications team	Team Brief May 2024 - Issue 97 (cloud.microsoft)

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
13/06/24 – 14/06/24	<p>Sprint 3 - Short List Options Development (in person)</p> <ul style="list-style-type: none"> Review feedback from the Health Board's Clinical Reference Group (CRG) for options 1-4 Further refine, and finalise a shortlist of options Begin application of the Evaluation Criteria through analysing the Strengths, Weaknesses, Opportunities, and Threats (SWOT) in respect of each shortlisted option 	Identified lead staff	TPO	
17/06/24 Issue 15/07/24	<p>(2 of 5) Did you Know social media – purpose is breakdown this complex phase and build understanding on what is happening during this phase in everyday language</p> <ul style="list-style-type: none"> Different weeks will take a different theme (i.e. deliberative events, hurdle criteria/scoring, shortlisting) and explain them in everyday language 	Public	Communications team	Rescheduling of socials post-election quiet period. Theme: deliberative event.

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
18/06/24	Intranet update: check and challenge report added to CSP page.	Staff	Communications team	
21/06/24	Short list options development (online) <ul style="list-style-type: none"> refining SWOT analysis for short list of options 	Targeted staff	TPO	
21/06/24	Healthcare Professionals Forum	Staff	TPO	
25/06/24	Check and Challenge – In person – Bronglais Hospital	Identified staff	TPO	
27/06/24	Intranet update: Sprint 2 Output Report added to the CSP intranet	Staff	Communications team	
28/06/24	Short list options development (in person) <ul style="list-style-type: none"> refining SWOT analysis for short list of options 	Identified staff	TPO	
01/07/24	Check and Challenge – In person – Witybush Hospital	Identified staff	TPO	
02/07/24	Mid and West Wales Planning and Delivery Executive Group'	Stakeholders	TPO	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
02/07/24	Stakeholder Reference Group	Stakeholders	TPO	
04/07/24	Check and Challenge – In person – Glangwili Hospital	Identified staff	TPO	
05/07/24	Check and Challenge – In person – Prince Philip Hospital	Identified staff	TPO	
07/07/24 Issue TBC	<p>(3of5) Did you Know social media – purpose is breakdown this complex phase and build understanding on what is happening during this phase in everyday language</p> <ul style="list-style-type: none"> • Different weeks will take a different theme (i.e. deliberative events, hurdle criteria/scoring, shortlisting) and explain them in everyday language 	Public	Communications team	Rescheduling of socials post-election quiet period. Theme: Hurdle Criteria.
09/07/24	<p>Option development</p> <ul style="list-style-type: none"> • Check and Challenge feedback reviewed • Option SWOT analysis started 	<p>Identified lead staff</p> <p>Identified partner organisations</p>	TPO	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
12/07/24 - 15/07/24	Update to patients and staff who asked to be kept informed.	Patients and staff who asked to be kept informed	Engagement team	
16/07/24	Pembrokeshire PSB	Stakeholders	TPO	
17/07/24	Medical Staff Committee – Withybush Hospital	Staff	TPO	
18/07/24	Ceredigion PSB	Stakeholders	TPO	
19/07/24	Updated FAQs on the website with post-election signposting to output report.	Public	Communications Team	
23/07/24	AHP (Allied Health Professionals) Group	Staff	TPO	
23/07/24	Update to politicians ahead of the Board.	Stakeholders	Communications Team/ Corporate & Legal Services	
25/07/24	Public Board Meeting	Staff, public, stakeholders	TPO	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
25/07/24	Press release, post-board meeting update. <ul style="list-style-type: none"> • Independent Members • Staff • Website – public • Socials: Facebook/Twitter link to PR 	Staff, public, stakeholders	Communications team	
25/07/24	Global email signposting to media release	Staff	Communications team	
Release 05/08/24	Team Brief, CSP update, post-Board update for staff.	Staff	Communications Team	Team Brief July 2024 - Issue 98 (cloud.microsoft)
25/07/24	Intranet update: Sprint 3 Output Report added to the CSP intranet	Staff	Communications team	
25/07/24	Intranet update: Additional FAQs added to CSP pages.	Staff	Communications team	
06/08/24	Staff Partnership Forum	Staff	TPO	
13/08/24	Update meeting with Powys tHB	Stakeholders	TPO	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
23/08/24	Update meeting with Betsi Cadwaladr UHB	Stakeholders	TPO	Rescheduled for 09/09/24
03/09/2024	Staff bulletin: Update to staff regarding CSP workshops.	Staff	Communications team	09/24 More workshops to collaborate on Clinical Services Plan
03/09/2024	CSP Intranet page: Latest News updated to include link to Staff Bulletin	Staff	Communications team	Clinical Services Plan (sharepoint.com)
03/09/2024	Global content to staff, signposting to staff bulletin.	Staff	Communications team	
03/09/24	Online pre-deliberative briefing session for service user representatives	Service user representatives (via Expression of Interest process)	Engagement Team / TPO	
05/09/24	LMC (Local Medical Committee)	Staff	TPO	
05/09/24	<p>Shortlist Options Development</p> <ul style="list-style-type: none"> Recap on the work developed and shared since the last session on 9th July, which was held online. Receive additional information developed but not shared before the 	<p>Identified lead staff</p> <p>Identified partner organisations</p>	TPO	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
	<p>session; this included outputs from Allied Health Professions and Health Sciences, Finance and Estates.</p> <ul style="list-style-type: none"> • Agree the simple option wording to describe each of the four options. • Finalise the Strengths, Weaknesses, Opportunities and Threats (SWOT) assessment for each of the four options. • Develop a presentation to be shared with the room on 6th September using the simple option wording and the SWOT assessment as the basis of the information. 			
06/09/24	<p>Shortlist Scoring</p> <ul style="list-style-type: none"> • To weight the evaluation criteria that would be used to appraise each of the four options. • To score the four options against each of the evaluation criteria. 	<p>Identified lead staff</p> <p>Identified partner organisations</p> <p>Service Users (via Expression of Interest process)</p>	TPO	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
06/09/2024	Viva Engage CSP update: content posted from the Executive Director of Strategy and Planning	Staff	Communications team/Executive representative	Lee Davies (Hywel Dda UHB - Executive Director of Strategy and Planning) on Viva Engage: Rydym yn cyrraedd carreg filltir arall yn y Cynllun Gwasanaeth Clinigol yr wythnos hon wrth i ni gynnal gweithdai gyda staff, yn ogystal â rhanddeilia... Posted in HDD Tîm Hywel Dda Team on Sep 6, 2024
09/09/24	Pharmacy and Medicines Management Group	Staff	TPO	
09/09/24	Update meeting with Betsi Cadwaladr UHB	Stakeholders	TPO	
23/09/24	Medical Leadership Forum	Staff	TPO	
15/	Update to politicians, keep informed groups & stakeholders	Stakeholders	Communications/Engagement	Update to 'keep informed' digital group: Sept Board update and notification of options at November Board
26/09/24	Public Board Meeting	Public, Staff Partners	TPO	
09/24	Team Brief	Staff	Communications Team	CSP update for staff in Team Brief Team Brief

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
				September 2024 - Issue 99 (cloud.microsoft)
01/10/24	Staff Partnership Forum	Staff	TPO	
02/10/24	Informal Executive meeting with Powys Teaching Health Board	Stakeholders	TPO	
10/10/24	Stroke Lead and TPO Clinical Lead met with the Chairs of Bronglais Medical Staffing Committee	Staff	TPO	
11/10/24	Health Professionals Forum	Staff	TPO	
05/11/24	Stakeholder Reference Group	Stakeholders	TPO	
November / December TBC	Local Negotiation Committee	Staff	TPO	
11-14/11/24	Update to politicians, keep informed groups & stakeholders	Stakeholders	Communications/Engagement	
Week of 18 November 2024	Schedule reminders on staff channels through the week	Staff	Communications team	
21/11/24 (TBC)	Press release drafted to set out the narrative behind the Board paper. Media interview bids on request	Staff Partners Public	Communications team	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
25/11/2024	Staff communications (channel to be confirmed) to set out the narrative behind the Board paper – and remind people they can watch the Board meeting	Staff	Communications team	
Day prior to Board paper publication – 27 /11/ 24	Conversations as required with key stakeholders prior to publication of Board papers with shortlist and consultation options	Stakeholders	Execs/TPO	Consider Llais / elected representatives/ local authorities / bordering health boards and WAST
11/24	Board papers (including shortlist and seeking approval for consultation if confirmed) to be published on public website	Staff Stakeholders Public	Governance Team	
28/11/24	Public Board Meeting	Staff, public, stakeholders		
28/11/24	Board meeting and decision – recorded and available for staff and public	Staff Partners Public	Communications team	
28/11/24	Staff communications to confirm Board decision immediately following Board discussion	Staff	Communications team	
PM 28/11/24	Send targeted update on board decision to stakeholders	Key stakeholders and partner organisations	Engagement Team	

DATE or TIMESCALE	ACTION DETAIL	STAKEHOLDER	LEAD	NOTES
PM 28/11/24	Press release to confirm Board decision query proactive or reactive media interviews	Staff Stakeholders Public	Communications team	Explore opportunities for clinical media spokespersons
PM 28/11/24	Staff and public social media messages following Board decisions	Staff Stakeholders Public	Communications team	Explore opportunities for videos with clinical voices would be most reassuring and effective
PM 28/11/24	Updates to intranet and internet pages and Q&As following board decision	Staff	Communications team	

PHASE 3 Consultation