

PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	16 December 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	West Wales Care Partnership Regional Dementia Strategy and Investment Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Alison Shakeshaft, Director of Therapies and Health Science
SWYDDOG ADRODD: REPORTING OFFICER:	Rhian Dawson, System Director Carmarthenshire and Senior Responsible Officer (SRO) Dementia (West Wales Care Partnership)

**Pwrpas yr Adroddiad (dewiswch fel yn addas)
Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

In February 2022, the Strategic Development and Operational Delivery Committee (SDODC) considered a paper introducing the Regional Dementia Strategy and endorsed the strategy for presentation to the Board for approval on 31st March 2022.

This paper provides an update on the current status of the Regional Dementia Strategy and Programme, as well as an overview of the strategy delivery plan and governance. The Committee is requested to take assurance from this report on the current status of the Regional Dementia Strategy and Programme, and the governance and plans in place to assure its delivery.

Cefndir / Background

There has been significant progress since the previous paper was presented to SDODC in February 2022. The Regional Dementia Strategy was approved at the Health Board's Public Board Meeting on 31st March 2022 and endorsed by the Regional Partnership Board on 16th May 2022. It was approved by Carmarthenshire County Council on 9th November 2022 and is currently being considered through democratic processes for the other two local authorities, and expected to be approved by all three by end of December 2022.

The strategy outlines priority plans for the region, aligned to themes that were identified through work with stakeholders, as well as the Dementia Action Plan and the All-Wales Dementia Care Pathway of Standards, developed by Improvement Cymru on behalf of Welsh Government. The strategy will provide further direction and a shared vision across the region, to support decision-making about the management and delivery of the region's Welsh Government dementia allocation of £1.633m per year. The strategy and management of the region's Welsh Government dementia funding are overseen by the Dementia Steering Group (DSG).

Monica Bason-Flaquer came into post as the regional Dementia Programme and Change Manager in May 2022. This is a full-time role, funded through Welsh Government dementia funding and hosted by Carmarthenshire County Council (CCC) within the West Wales Care Partnership team, reporting jointly into the Head of Regional Collaboration (CCC) and the Integrated Systems Director for CCC and Hywel Dda. Since appointment, the priorities for the post-holder have been:

- Supporting the establishment of the 5 key workstreams in line with the All-Wales Dementia Care Pathway of Standards.
- Reviewing the current financial position of the programme.
- Reviewing the structure and governance of the Dementia Steering Group.
- Developing a plan for continuous engagement and coproduction with people with lived experience to support the strategy

A number of actions were presented to SDODC in February 2022, pending approval of the Regional Dementia Strategy. The programme is largely delivering against these agreed actions and the newer priorities highlighted above. The assessment section below provides an overview of progress against these and the activity of the dementia programme more broadly, including a summary of the current financial position.

Asesiad / Assessment

Table 1: Progress against actions identified in February 2022

Action	Status
<p><i>Socialisation of the strategy and its recommendation to ensure ownership by colleagues, PLWD and their carers across the West Wales region:</i> this remains a priority and has begun on a limited basis through the following mechanisms:</p> <ul style="list-style-type: none"> – the DSG and its members – the workstream steering groups as they have been established – as a key point of discussion as part of the programme manager’s induction and ongoing stakeholder relationship building across the region <p>More strategic and structured promotion of the strategy, e.g., through formal communication channels of partner organisations and with people living with dementia and their carers, has not yet begun as it has been agreed by the DSG that the strategy needs to have final endorsement across the three counties before this can begin. This will be prioritised in the new year.</p>	In progress
<p><i>Development of a communications plan and articulate progress across the lifespan of the strategy:</i> this is in progress to support the point above.</p>	In progress
<p><i>Recruit a Regional Programme Lead for Dementia in accordance with the recommendations approved by the DSG:</i> Dementia Programme and Change Manager in post since May 2022.</p>	Completed
<p><i>Develop a full business case to take forward the recommendation for the establishment of Dementia Wellbeing Connector roles at Cluster level:</i> Attain delivered this as commissioned in April 2022. A further update on this service will be provided following this table.</p>	Completed
<p><i>Performance monitoring will be implemented according to the outcomes framework that is currently in development at WG level. This will include reducing waiting times for diagnosis and increasing ‘time spent at home’ for PLWD:</i> The MAS data outcomes framework is still in development and the Memory Assessment Service lead and Information Analyst are working with the national group supported by Improvement Cymru on this; they have recently provided feedback on a draft set of measures.</p> <p>The team is also working to achieve the national targets for increased diagnostic rates by at least 3% per year. As of November 2022 we are estimating a 1.4% increase across the region; this could, however, be higher as there are some discrepancies in data to be resolved. The team are collaborating with Improvement Cymru and GP Clusters on a pilot to improve the reliability of this data.</p>	In progress

<p><i>Develop a regional strategic and co-ordinated approach to supporting carers; provide additionality to the contributions made to carers within the Regional Integrated Fund (RIF) with a proportion of the ring fenced Dementia RIF:</i> This is now a commitment in the Dementia Strategy. The Health Board's carers lead is a member of the DSG and has recently returned following a period of absence. Their expertise will be vital in ensuring how the dementia programme considers and meets the needs of carers. Discussion is ongoing as to what direct support the Dementia Wellbeing Connector (DWC) role can provide to carers and how it will link into other supportive services for carers.</p> <p>The Admiral Nurse service is a new service across the region providing support to carers of people living with dementia. Launched in March 2021 in partnership with Dementia UK, it provides person-centred and relationship-centred dementia care. Admiral Nurses work collaboratively across health and social care pathways to provide support, expert guidance and practical solutions to carers and families of people living with dementia, to enable them to maximise their wellbeing. Evaluation of the Admiral Nursing service's first year found that it has had a positive impact on improving the lives of people living with dementia, including a statistically significant impact on the mental wellbeing of carers. The evaluation found that at initial assessment, around 44% of carers were in the "well" group, as measured by the Short Warwick-Edinburgh Mental Wellbeing Scale. At review, nearly 90% of the carers in the sample were in the "well" group. In the last 6 months the service has reached full staffing establishment and continued to develop and establish its role across the region, building relationships with other health and social care teams and supporting professional stakeholders.</p>	<p>In progress</p>
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Dementia Wellbeing Connector:

The need for a DWC type role was raised during the development of the West Wales Dementia Strategy and Wellbeing Pathway by multiple stakeholders, including carers, who said that for people who are newly diagnosed with dementia, having a dedicated person to link directly with is important for continuity of care and the development of personalised care within an integrated system of provision. The DWC is also a priority identified within the Pathway of Standards (Workstream 3). In January 2022, the Integrated Executive Group (IEG) approved a proposal of slippage from the 2021-22 Dementia Investment Plan funding to commission Attain to develop a full business case, following their delivery of a commissioned outline business case in November 2021. The full business case included bespoke service modelling based on published evidence on future population projections and dementia prevalence and used evidence and information from the NHS Midlothian model to project efficiency gains of adopting the Connector role based on Attain's proposed model. The full business case, delivered in April 2022, outlined the strategic, economic, commercial, financial, and management cases for the role, and proposed 2 service options:

- **Scenario 1** – 1 year of care co-ordination post diagnosis.
- **Scenario 2** – DWC support from pre-diagnosis until admission to a care home, or death (not in a care home) in line with the All-Wales Dementia Care Pathway Standards and the Regional Dementia Strategy.

For both scenarios, the full business case provided a bespoke staffing model, accounting for current and future population needs, including recommendations on caseload size and optimal phasing for year-on-year hiring of DWCs to meet operational goals. Attain also recommended that the model be commissioned regionally from the third sector, a proposal which received support from key stakeholders during the business case's development. In May 2022, the Dementia Steering Group agreed to proceed with development of a service under scenario 2; however, there was not full agreement as to the service model, or whether this should be procured regionally or the funding devolved by county for locality delivery/procurement. In the intervening months various options have been explored and discussed. On 23rd August 2022, a meeting was held with key decision-makers from both the health board and the three counties, and the following points were agreed:

- Decision for the Dementia connector role to remain a priority.

- A regional commissioning approach with external providers to be taken, where delivery will align to county infrastructures.
- Initial 5-year service contract
- **£408, 392** available for financial year 2023/24—**£294,392** from WG funding and **£114k** contribution from Hywel Dda UHB. More recently a possible additional **£68k** has been identified, as slippage from this year’s MAS allocation which may not be required to support recurrent costs in the coming years.

While the intention is to follow its key principles, the available financial envelope is not sufficient to deliver Attain’s model in full. Options are to be considered as to how the service can be delivered to provide equity of service across the region, with a significantly smaller number of Connectors than proposed in Attain’s model and within available funds. Work is ongoing in finalising the service model. Delivering the service initially on a smaller scale will also allow us to evaluate the impact of the service in order to determine whether further investment to expand it in future would be warranted. There is also work being led by Improvement Cymru on a national scale to map service principles and pathways and regional approaches, to support a response to Welsh Government highlighting the need for further investment to enable regions to deliver this role/service fully to meet the needs of their populations. As the current regional lead for Workstream 3, Monica Bason-Flaquer is feeding into this work.

The original intention was for this service to be procured via the Health Board; however more recently it has been agreed that procurement of such a service is better placed with the local authorities, given their expertise in commissioning within the third sector. The Joint Strategic Commissioning Team have agreed to support this and we will be working towards appointment of a provider in Q2 2023/24.

Table 2: Additional priorities identified by the programme manager

Action	Status
<p><i>Support the establishment of the key workstreams in line with the All-Wales Dementia Care Pathway of Standards:</i> The Standards introduced five workstreams which all regions should be delivering (see table 3). The expectation is that during 2022/23 all regions will establish their workstreams and governance structures, in order to be in a position to begin delivering on the standards from April 2023. Each workstream is expected to have a regional lead and regional steering group, and to feed into the national steering groups for each workstream (led by Improvement Cymru), sharing best practice as well as ensuring regional delivery aligns to any national expectations. The West Wales region currently has workstream leads for 1, 2, 4, and 5a, with the Dementia Programme and Change Manager acting as the interim lead for workstreams 3 and 5b. Workstream steering groups have been established for workstreams 1, 2, and 4; the DSG is currently overseeing workstream 3 for the Dementia Wellbeing Connector as outlined above. Arrangements for workstreams 5a and 5b are expected to be finalised by end of December 2022.</p>	In progress
<p><i>Review the current financial position of the programme:</i> A review was completed between May and October 2022; the financial position is outlined on page 4 of this paper. Previously there have been gaps in management and oversight of the budget due to lack of staff resourcing to support this. With the Programme and Change Manager in place and now working closely with project leads and relevant finance business partners a number of issues have been resolved and the programme will be in a better position for 2023-2024 to ensure best use of funding and appropriate management of any slippage.</p>	Complete
<p><i>Review the structure and governance of the Dementia Steering Group:</i> The introduction of the workstream leads and workstream steering groups has provided added capacity to deliver on the requirements of the Dementia Action Plan and the Pathway of Standards. This has enabled a review of the DSG membership with a focus on refining the membership to key decision-makers and stakeholders. The DSG is expected to ratify new terms of reference in November 2022, which will help the group to refocus on programme governance and strategic oversight.</p>	Complete

<p><i>Develop a plan for continuous engagement and coproduction with people with lived experience to support the strategy:</i> A proposal for continuous engagement and co-production was approved by the DSG in October 2022. The proposed approach will see 3 lived experience advisory groups established, one group in each county. This model is proposed to allow for a greater number of voices, and therefore greater diversity in experiences across the region, as well as to ensure that accessibility needs of those involved can be met. It is anticipated that these groups would comprise of people living with dementia, carers, and former carers. Further work is ongoing to finalise this plan, with a key decision to be made around how these will be managed; the ability of CVCs to support these is being explored.</p>	<p>In progress</p>
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Table 3: All-Wales Dementia Care Pathway of Standards Workstreams

Workstream name	Description
1. Community Engagement	Developing our understanding of the needs of people with dementia on locality levels and how these needs can be supported within communities. This workstream is also looking at how services across the region provide reasonable adjustments and support as required for people to access their services
2. Memory Assessment Services/learning disability and mild cognitive impairment	Ensuring MAS services are person-centred, reducing wait times for diagnosis and support, and increasing diagnostic rates.
3. Dementia Wellbeing Connector	Leading the development of the Dementia Wellbeing Connector Role.
4. Dementia Friendly Hospitals Charter	Supporting our hospitals to adopt the Wales Dementia Friendly Hospital Charter, with a regular review of implementation and outcomes.
5a. Workforce Development	Supporting workforce development across the region, working towards the standard that <i>'All staff delivering care at all levels within all disciplines and settings, will have opportunities to participate in person centred learning and development with support to implement into daily practice'</i> .
5b. Measurement	Developing agreed data measures across the region for reporting and assurance of progress against the Standards and the Dementia Action Plan.

Financial position

Table 4: Financial position as of November 2022

Annual allocation	£1,633,00		
	Allocation	Total Actual/Forecast	Anticipated slippage
Programme and Strategy Coordination	£50,000	£56,696	-£6,696
Increasing regional dementia diagnosis rates (MAS)	£263,408	£162,436	£100,972
MAS ring-fenced funding	£384,000	£297,318	£86,685
Admiral Nurse Service	£321,677	£285,663	£36,014

Commissioned Care Coordination	£294,392	£223,654	£70,738
Rapid Response to Care Breakdown	£37,000	£37,000	£0
Community Dementia Wellbeing Team	£282,523	£254,544	£27,975
Total	£1,633,000	£1,317,311	£315,688

The region's allocation for 2022-23 has remained the same as last year, at £1.633m with £384k of this ring-fenced for memory assessment services. Table 4 details allocation per project and total actual/forecast spend as of 1 November 2022. The programme currently has an outstanding £315,688 of slippage. This is primarily due to staff vacancies and recruitment issues and there is the potential that some of the slippage in the Increasing regional dementia diagnosis (MAS) and Community Dementia Wellbeing Team budget lines will be spent by year end should recruitment be successful.

- *Increasing regional dementia diagnosis rates (MAS):* Approximately £32k of the £100k anticipated underspend here is due to staff vacancies. This still leaves approximately £68k which is unaccounted for. Through conversations with the head of older adult mental health it appears that there was a misallocation of funds to this project beyond the anticipated need and therefore this £68k will be added to the pot of slippage funding to be reallocated by way of slippage project proposals.
- *Commissioned Care Coordination:* When the investment plan was finalised in March 2022, the expectation was that delivery of the Dementia Wellbeing Connector service would begin this financial year. As previously noted, this has not happened. There is an existing service provided by the Alzheimer's Society in Pembrokeshire funded through this line of investment through to March 2023. The remaining slippage of £266,908 was put out to the DSG for slippage proposals and £196,170 has been allocated to the projects outlined in table 5; the remaining £70,738 will be added to the pot of slippage funding to be reallocated by way of further slippage project proposals.
- *Community Dementia Wellbeing Team:* This slippage is due to staff vacancies/reductions in hours. There is an ongoing skill-mix review within this team, with the potential to recruit in Q4.

Table 5: Approved slippage proposals- October 2022

Proposal	Cost	Summary	Lead
1-Ceredigion Locality Action Plan Development	£40,000	Support for the council to develop a locality dementia action plan aligned to the dementia strategy	Donna Pritchard (Ceredigion County Council)
3- ACP Training Learning Disabilities and Dementia	£8,120	Delivery of training to LD professionals across the health and social care sector to equip them to support advance care planning for people with LDs and dementia	Rachel Jones (Marie Curie)
5- Dementia bus	£35,881	To bring the dementia bus experience to Ceredigion and Carmarthenshire secondary schools, colleges and universities, and Councillors to improve their understanding of experiences of dementia	Rebecca Jones
6-Dementia Nurse South Pems	£21,500	Trial of an Admiral Nurse within a community hospital setting	Elaine Lorton
7-Dementia Equipment Review	£40,000	Development of an online database of assistive technology and OT equipment for dementia, with user reviews from people with lived experience	Claire Sims

9-Dementia Friendly Pembrokeshire	£5,000	Funds to purchase materials (doormats) to support and promote the Dementia Friendly Pembrokeshire scheme	Sophie Buckley
10- Dementia Community Wellbeing Team- RESPOND	£2,180	Software licensing and printing costs to support the RESPOND project, developing and evaluating the RESPOND document for use in care homes to implement evidence based, protocol led, interventions to reduce stress and distress / before asking for advice from specialist services.	Beca Stilwell
11- Fulfilled Lives	£76,750	Additional funding to support the Fulfilled Lives Project. The aim of the Fulfilled Lives model of care for people living with dementia is to provide holistic support that will enable people to live their life as their dementia progresses. The focus will be on the individual directing the support that they need to maximise their independence. The intention of the model is to coordinate support around the individual's network, working alongside the person with dementia and the community to help maintain their independence. The model aims to avoid unnecessary dependency on services and to ensure that people come in to the service at a time in their life when they are able to plan for their future and engage fully in managing their own health and well-being.	Alex Williams
12- Journey through Dementia printing	£1,740	Funding towards printing visual prompts of the purpose of the group, in English and Welsh, in response to the needs of group participants.	Beca Stilwell
Total slippage allocated	£196,170		

Dementia strategy programme plan

The Regional Dementia Strategy groups the region's priorities and plans under five thematic headings which form the Regional Dementia Wellbeing Pathway:

1. Wellbeing, risk reduction, delaying onset, raising awareness, and understanding
2. Recognition, identification support, and training
3. Assessment and diagnosis
4. Living well with dementia
5. Increased support when you need it

The plans outlined in the Dementia Strategy, which can be found in full [here](#), align closely to the All-Wales Dementia Care Pathway of Standards. The diagram on page 10 of this document gives an overview of how these themes and our commitments align to the workstreams of the standards, which of our current projects and services are delivering against these ambitions, and future plans which will contribute to our delivery of the strategy. The Dementia Wellbeing Connector Role and the development

of the Regional Dementia Wellbeing Pathway are key priorities over the next few years which, as they develop and embed into the regional system, will move us significantly closer to achieving our commitments in the strategy and standards. The strategy is substantial and it is important to note that our ambitions to deliver it must be balanced against resource capacities as well as the expectations of Welsh Government/Improvement Cymru with regards to delivery of the Pathway of Standards. Work is ongoing to map current activities across the region and where they fit into the standards and strategy, identify gaps where we have not currently initiated work against these, and to work with relevant stakeholders to develop plans to do so.

Argymhelliad / Recommendation

SDODC is requested to take assurance from this report on the current status of the Regional Dementia Strategy and Programme, and the governance and plans in place to assure its delivery in line with the All-Wales Dementia Care Pathway of Standards.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.4 Provide support to the Board in its role of scrutinising performance and assurance on overall performance and delivery against Health Board plans and objectives, including delivery of key targets, giving early warning on potential performance issues and making recommendations for action to continuously improve the performance of the organisation and, as required, focus in detail on specific issues where performance is showing deterioration or there are issues of concern.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	5. Timely Care 3.1 Safe and Clinically Effective Care 4. Dignified Care Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 2. Working together to be the best we can be 4. The best health and wellbeing for our individuals, families and communities 5. Safe sustainable, accessible and kind care
Amcanion Cynllunio Planning Objectives	1A NHS Delivery Framework targets 2A Regional Carers Strategy response 4C Transformation fund schemes 5A_22 NHS Wales Delivery Framework Targets 5B_22 Local Performance Targets 5H_22 Integrated locality plans
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives 5. Offer a diverse range of employment opportunities which support people to fulfill their potential

	8. Transform our communities through collaboration with people, communities and partners
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Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	All-Wales Dementia Care Pathway of Standards 2021, The All Wales Dementia Action Plan 2018-2022, Good Work Framework A Dementia Learning and Development Framework for Wales 2016, Ageing Well in Wales 2014.
Rhestr Termau: Glossary of Terms:	Explanation of terms is included within the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	WWCP Dementia Steering Group Integrated Executive Team/ Regional Partnership Board

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	All accounted through funding streams outlined above
Ansawdd / Gofal Claf: Quality / Patient Care:	Equitable outcomes for the population across all ages
Gweithlu: Workforce:	Not applicable
Risg: Risk:	Not applicable
Cyfreithiol: Legal:	Not applicable.
Enw Da: Reputational:	The strategy is the first of its kind in Wales.
Gyfrinachedd: Privacy:	Not applicable.
Cydraddoldeb: Equality:	The strategy reflects the needs of the population.

West Wales Dementia Strategy Vision: Support each person to live well and independently with dementia for as long as possible.

Our Dementia Wellbeing Pathway will place the PLWD and their carers at the centre of our service provision. We will implement strategies to increase early diagnosis, support and co-ordination for PLWD and their carers and supporting carers to care for family members living with dementia. We will focus on implementing best practice within primary care, social care, care homes, domiciliary care and specialist services.

Strategy thematic area:	Wellbeing, risk reduction, delaying onset, raising awareness and understanding	Recognition, identification support, and training	Assessment and diagnosis	Living well with dementia	Increased support when you need it
Priorities:	<ol style="list-style-type: none"> 1. Implementation of the Good work Framework- Training for all 2. Communication, raising awareness enabling access to timely information/services 	<ol style="list-style-type: none"> 1. Proactively supporting people 2. Support regardless of diagnosis 3. Enabling structures 	<ol style="list-style-type: none"> 1. Getting the diagnosis pathway and information right the first time 2. Supporting those with a learning disability 	<ol style="list-style-type: none"> 1. Enabling people to have health reviews and attend appointments 2. System wide response 	<ol style="list-style-type: none"> 1. Consistent care while in hospital 2. Maximise the power of MDT working, accessing support when you need it
Current projects and services:	<ul style="list-style-type: none"> • Stepped Care Model • Regional Dementia Learning & Development Framework • Dementia Friendly Communities • Regional Dementia Wellbeing Pathway development 	<ul style="list-style-type: none"> • Dementia Friendly Communities • Regional Dementia Wellbeing Pathway development • Admiral Nurse service 	<ul style="list-style-type: none"> • Regional Dementia Wellbeing Pathway development 	<ul style="list-style-type: none"> • Regional Dementia Wellbeing Pathway development • Dementia Friendly Hospital Charter 	<ul style="list-style-type: none"> • Dementia Friendly Hospital Charter • Regional Dementia Wellbeing Pathway development • Admiral Nurse service • Stepped Care Model • Rapid response to care breakdown
Pathway of Standards linked workstreams:	1, 2, 3, 5a	1, 2, 3	2	2, 3, 4	2, 3, 4, 5a
Future plans:	<ul style="list-style-type: none"> • Mapping of Dementia Friendly Communities initiatives across the region • Review of current offer for young onset dementia 	<ul style="list-style-type: none"> • Mapping of Dementia Friendly Communities initiatives across the region • Dementia Wellbeing Connector service 	<ul style="list-style-type: none"> • Dementia Wellbeing Connector service 	<ul style="list-style-type: none"> • Dementia Wellbeing Connector Service • Review of current offer for young onset dementia 	<ul style="list-style-type: none"> • Dementia Wellbeing Connector Service • Development of advance care planning/palliative care offer for people living with dementia

All-Wales Dementia Care Pathway of Standards Workstreams: 1- Community Engagement; 2- MAS/People and Carer Programmes; 3- Dementia Wellbeing Connector; 4- Dementia Friendly Hospital Charter; 5a- Workforce Development; 5b- Measurement