

# **“ Bronglais Hospital: Delivering Excellent Rural Acute Care”**

## **Board agreed Strategy implementation**

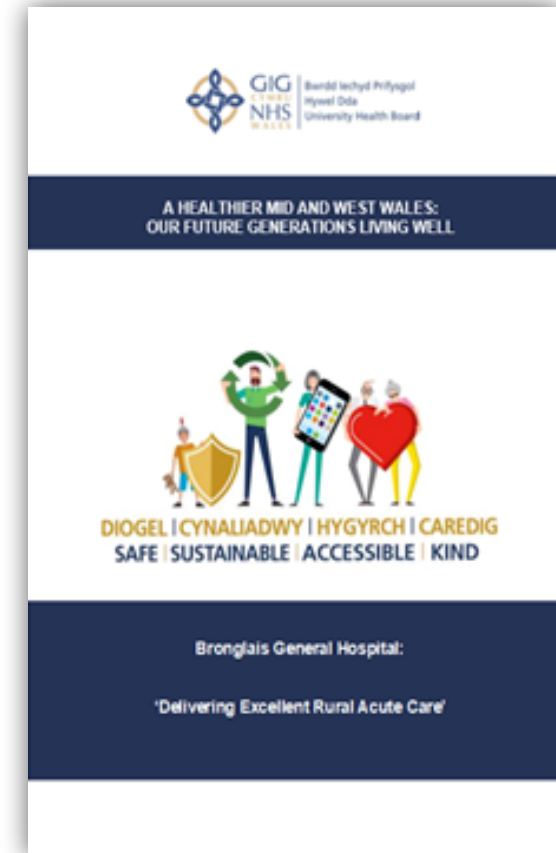
### **Strategic Development and Operational Delivery Committee**

### **Progress Update on Planning Objective 5F: Bronglais Hospital Strategy February 2023**

# Our Board-approved strategy for Bronglais

Following Board approval of **“A Healthier Mid and West Wales: Our future generations living well”**:

- Bronglais Clinical Model and Delivery Plan workstream commenced 5 June 2018
- June 2018 - Bronglais Vision and Strategy Group was convened
  - Series of workshops with clinicians and managers over several months to develop the clinical model and strategy for Bronglais
- **“Bronglais Hospital: Delivering Excellent Rural Acute Care”** approved by the Board 28 November 2019



## Core themes of our strategy for Bronglais

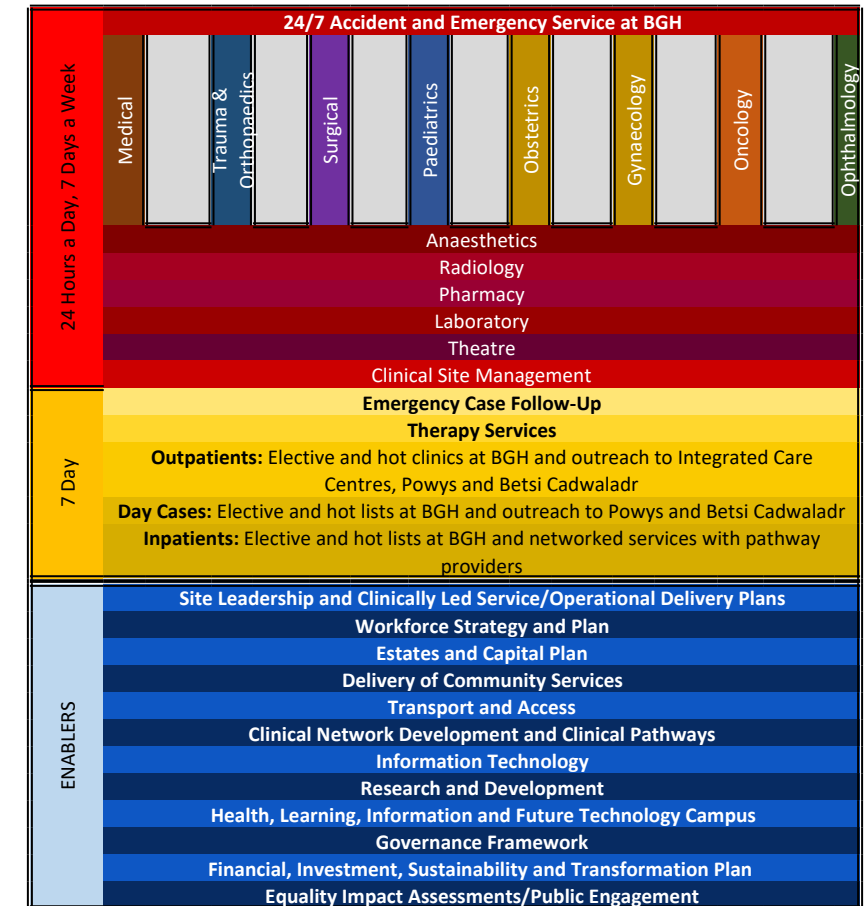
The “Bronglais Commitment” is to provide high quality, timely services, as locally as possible.

### We will:

- ✓ Maximise the utilisation of BH’s modern facilities
- ✓ Maximise the benefit of BH’s high quality services
- ✓ Develop the range of services provided
- ✓ Extend BH’s catchment area
- ✓ Ensure that Bronglais enables the wider Health Board Strategy of closer to home whenever possible

### So that:

- ✓ BH becomes the **provider of choice** for access in rural mid Wales



# Delivering our strategy for Bronglais



- The BH Strategy Implementation Plan was developed in partnership with service leads in January-March 2021
- The following pages provide a high-level update by service on progress against the major elements of the Plan

# Laboratory Services Update

## Develop Career Pathway

- Plans for pathway for Band 2/3 Lab Assistants to progress to Associate Practitioner and BMS roles
- EAGLE Process identified as potential route and some possible funding
- University of Ulster identified as online training provider
- EAGLE Lead, Pathology Training Manager and Blood Sciences Manager working on plan
- Will now be considered as part of Health-Board wide workforce review/plan

## Optimise Phlebotomy Service

- Pathology Dashboard now in place and enables review and analysis of service performance to inform planning
- Planning is in progress for an improved 7 day phlebotomy service – will require some recruitment/training (likely to need 2 WTE Band 2 phlebotomists)
- Weekend mornings now part of contracted hours resulting in a 7 day service
- Phlebotomy Working Group led by the ARCH Head of Strategy and Service Planning, now in place (remit wider than the BH service) – BH Team will engage to ensure plans are joined up

# Therapy Services Update

## Working towards 7 day therapy services

- Project Manager now in post
- Health Board Wide staffing review and workforce plan in progress
- Review includes cost versus benefit of various options and potential phasing of implementation
- 2 workshops have taken place. OD and Workforce are giving support. Working draft plan is in place and will be refined.

## Prehabilitation Service

- Business Case was agreed by Welsh Government Cancer Board
- Service has been established
- Recruitment is in process to fill the remaining vacancies
- Prehab Pilot in Urological Cancer extended by 12 months following agreement by Welsh Government ending in March 2023
- Prehab Service model will be refined pending Pilot outcomes and feedback
- Possibility of further funding if outcomes can be demonstrated

## Develop Rural Acute Medical service in line with BGH strategy

- Recruit 2<sup>nd</sup> Respiratory Consultant – ongoing advertisement
- Recruit Advanced Respiratory Practitioner
- Develop business case for 2<sup>nd</sup> Endocrine Consultant. Potential for joint appointment with Powys being explored
- Business case for Consultant Rheumatologist and associated team in development
- BH Recruitment Campaign review

# Pharmacy Services Update

## Working towards 7 day Pharmacy Services

- Enhanced Saturday service agreed and funding now included in establishment
- Extended service provided to ED Mon-Fri but unable to extend to Sat currently due to vacancies
- Plans to scope cost versus benefit of moving to a 7 day service delayed pending review of expanded Saturday service once live

## Establish Integrated ED Pharmacy Service

- Unable to establish at this time due to vacancies
- Band 8a post has been filled but band 7 post unlikely to be filled until 2023

## Establish MTed in Clinical Decisions Unit

- BGH pharmacist visited GGH to learn from Dr-led MTed model
- MTed is now being used in BGH CDU

## Replace 10 year old robot

- Installation of new Robot completed Jan 2023



# Radiology Services Update

## Workforce Review and Planning

- Capacity and Demand modelling currently taking place which started in October 2022
- New Head of Radiology commenced in post November 2022

## Develop Radiology Procedure Room

- Funding has been made available to BH from WG to provide new Radiology equipment including new Fluoroscopy unit
- BH replacement and refurbishment work commenced October 2022 with removal of CT, Rms 1, 2 and 3. Rm3 to be refurbished as temporary X-ray room. Mobile CT van on site to maintain service delivery. Sign over of rooms February 2023

## Maximise Radiology Outreach Services

- Discussions with Powys Radiology Lead re sharing of students to support Machynlleth Hospital

## Work towards 7 day services

- Delayed due to Head of Radiology leaving
- Planning for 7 days services will be picked up with new Head of Radiology
- DEXA lists have commenced 2 days a week

## Maximise radiology outreach services

- Students shared with Powys from November 2021
- Students from Cardiff now have placement at Cardigan ICC as a part of their overall placement with HDdUHB

## BGH Digital Hospital Programme

- Potential digital improvements and innovations scoped and prioritised regularly
- Further continuous scoping and horizon scanning carried out by Digital Team and Service teams
- Advances in Digitally enabled solutions during COVID maintained and built on

## Implement digital solutions

- Aid management of flow and bed capacity: HB-wide business case to WG 3 years ago (no response). Digital Team to set up workshop with BH group to break down requirements (may be possible to implement solutions to parts of the issue rather than wait for whole HB plan)
- Create MDT consultation room in Front of House – charitable funding for kit which has been ordered
- Bedside facilities for patients
- Tech enabled wearables: Acute Frailty Team have had initial discussion re use of ARMED motion sensor and have volunteered to be part of the implementation
- Continued work with suppliers on Tech based flow solutions

# Paediatric Services Update

## Assess potential for expansion of AHP workforce

- Being considered as part of wider service workforce planning and service review

## Develop career pathway for APNPs

- Paediatric Workforce development group is in place supported by Workforce Team
- First workshop has taken place and further are scheduled
- Looking at rotation of Primary Care PAs into secondary care

## Roll-out e-referral

- Some issues with National System identified – need to be resolved before roll-out

## Single Point of Contact

- Delayed due to RSV surge planning and system pressures
- Roll-out using Consultant Connect to commence in Carmarthen in first instance

## Develop rotational nursing model

- Delayed due to RSV surge planning acute nursing shortfall on ward
- Paed Team are involved in planning of new course at Swansea University to give non-paediatric ED nurses some paediatric training

# Scheduled Care Services Update

## Optimise Surgical Provision for Mid-Wales

- Colorectal Surgery – potential to develop general surgeon in colorectal skills to support the service is being explored
- Recruitment of 2<sup>nd</sup> colorectal surgeon complete – commenced in November 2022
- Ophthalmic Surgery – 2 posts funded currently filled by locums. 3<sup>rd</sup> Mid Wales post not filled despite ongoing advertising
- Urological Surgery – recommenced some activity in BH, further review and possible development of existing Middle Grade to support further service repatriation
- Discussions have commenced with Powys re potential for BH to undertake additional contracted activity for them. Currently looking to establish colorectal clinics (2 sessions a week) at Newtown which are planned to commence early May 2023.
- The potential for working with Powys to support locally delivered endoscopy is being explored

## Maximise Theatre Utilisation to deliver BGH Strategy

- Phase 2 (by Q4 2022-3): Return to pre- 2016 session template (reintroduce 9 sessions across orthopaedics, cataract, gynae, urology gen surgery)
- Phase 3 (by Q4 23-24): Add 4.5 sessions in ophthalmology and trauma
- Phase 4 (by Q3 2025-26): Add 5.5 sessions to service additional contracted activity
- There is potential for Phase 4 to be brought forward depending on utilisation of sessions by HDdUHB activity
- The plan requires pump-priming for recruitment and training programme
- BH Team are working with Scheduled Care to develop invest to save business case
- Potential significant revenue stream from increased contracted activity

# Nursing Services Update

## Expand ANP and CNS to cover more specialities

- Band 6 and Band 7 Diabetes CNS appointed March 2021
- Cardiology ANP appointed March 2021
- Stroke ANP appointed March 2021
- Parkinson's ANP appointed March 2021
- IBD CNS appointed March 2021
- Alcohol Liaison Nurse appointed March 2021
- Blood Borne Viruses CNS appointed March 2021
- Band 8a Diabetes Nurse Lead appointed for Health Board
- Oncology ANP – potential for Macmillan funding for community based role – BH requirements to be assessed once scope of community role is clear

## Open Collaborative Care Beds on Enlli Ward

- Collaborative Care Operating Model has been developed
- Was ready for implementation in Q1 2021 but has been delayed due to Mental Health Team being unwilling to go ahead at this time
- Ongoing discussions to try and resolve this impasse

# Acute Frailty Service

## Develop Acute Frailty Team/Service

- WG Urgent Care bid focussing on Acute Frailty SDEC is being taken forward
- Posts appointed to in the last 12 Months (Middle Grade Physician, CNS, OTs, Physios, Rehab Support Workers)
- Team have developed an operating model which they are refining
- Frailty Team have been accepted onto the EQiP Programme this will support them as they implement their service model and begin to measure outcomes

## Build Frailty Network

- BH & Ceredigion Frailty Forum established August 2021 – monthly sessions (well attended and positive feed-back thus far)
- BH Frailty Champions Network established July 2021: 2 champions per ward identified, support and training is being provided by the Frailty Team

## Risks and issues

- Dedicated Project Manager time to continue implementation
- Alignment with Recovery Programmes in Scheduled Care across mid Wales in all Health Boards
- Recruitment of key staff ( particularly Nursing )
- Estates Review ( clinical suitability – part of the PBC)
- Financial sustainability

## Next Steps

- Secure dedicated Project Manager time to continue implementation
- Align with Recovery Programmes in Scheduled Care across mid Wales in all Health Boards, via the Mid Wales Joint Committee working groups
- Recruitment review
- Estates Review (clinical suitability – part of the PBC), space utilisation review of BH site
- Continue the development of Chemotherapy Unit at BH ( tender stage)
- Ensure continuation of Mid Wales Commissioning discussions with a view to ensuring the population of Mid Wales have access to quality services closer to home
- Continue discussions and implementation of increased outreach from BH to neighbouring Health Boards and Integrated Care Centres
- Continued Financial reviews ensuring BH is efficient and sustainable whilst ensuring the best available quality to its population



For SDODC to receive assurance on the progress to date on implementing the Bronglais Hospital Strategy (Planning Objective 5F)

