

## 6a Clinical Services Plan

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# What is the aim of the Planning Objective?

## The Scope and Impact of 6a Planning Objective:

To provide a set of plans for key clinical services to address critical sustainability risks up to the new hospital network through the production of an issues paper.

- Urgent and Emergency Paediatrics
- Critical care
- Stroke
- Emergency General Surgery
- Planned care (Orthopaedics, Ophthalmology, Dermatology, Urology, Endoscopy)
- Diagnostics (Radiology)
- Primary care

# What is the aim of the Planning Objective?

## The drivers of the Clinical Services Plan:

In March 2023, Board approved the establishment of a programme approach to develop a **Clinical Services Plan** in response to these fragilities, 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.

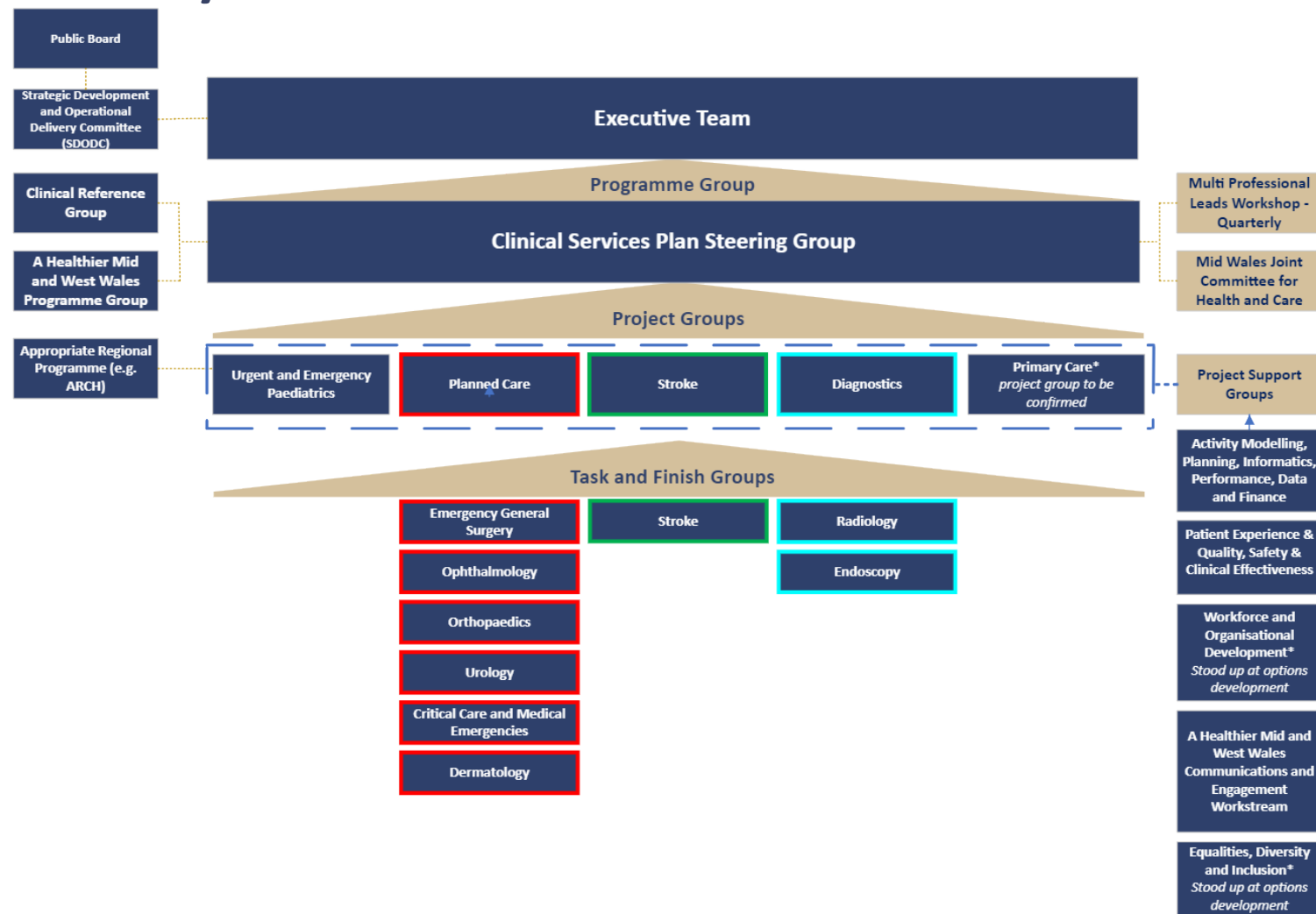
Service	Driver	Executive Lead
Critical Care	Response to service fragility, in particular at Prince Philip Hospital	Director of Operations
Urgent and Emergency Paediatrics	As per the current public consultation	Medical Director / Deputy Chief Executive
Planned Care	To support the return to pre-COVID activity levels (as a minimum), as part of improving access and reducing waiting times for patients	Director of Operations
Emergency General Surgery	To respond to service fragility particularly at Withybush Hospital, as referenced in the March 2023 operational update	Director of Operations
Stroke	To meet standards and respond to service fragility	To be confirmed
Diagnostics	To support the return to pre-COVID activity levels (as a minimum), as part of improving access and reducing waiting times for patients	Director of Operations
Primary Care	To respond to the service sustainability issues as discussed at the Extraordinary Board Meeting in February 2023	Director of Primary Care, Community and Long-Term Care

## The Ministerial Priorities 6a POAP is aligned to:

- Planned Care, Recovery, Diagnostics and Pathways to Care (linked to 4a, 4b PO)
- Access to Primary Care (linked to 7a PO)

# What have been the key achievements so far?

- Establishing Programme Governance
- Standing up key meetings
- Completing the programme approach and methodology
- Setting out the approach to understand the activity, demand and capacity



# What needs to be done next?

## The Next Steps include:

- Define approach for Primary Care
- Service(s) data collection and review – clinically led through established Task and Finish Groups
- Targeted early engagement with the service(s) multidisciplinary team(s) and patients via questionnaires
- Independent analysis of questionnaire responses
- Issues paper presented at Board January 2024 for a decision around next steps

The Issues Paper\* will look back to 2018/19 at how the service has performed.

- A review and documentation of all updates to **Public Board**
- **Targeted early engagement with a multidisciplinary team** who work within the service areas including Medical, Nursing, Therapies, Operational and Support staff. Staff members will be invited to provide their views about what was good, bad, needed improvement, and/or, any issues regarding the service(s)
- Review of **patient experience data** collated by the service(s)
- Review of **concerns data** collated on the Health Board's concerns management system provided by DatixCymru and RLDatix
- **Targeted early engagement survey** undertaken with service users
- Service **Activity Data**
- Reference to **regional work** (where applicable) e.g. ARCH and Getting It Right First Time (GIRFT) reports
- Review of **workforce data**

(\* This process doesn't include Primary Care)

# What are the take home messages for the Committee?

## Updates to the committee:

- The timeline intentions as described in the Board paper for 30 March 2023 highlighted an aspiration for both the issues and options to be developed throughout 2023. However, following an assessment of the required resource, these timelines have now been revised. The issues development will take place throughout 2023 and will be updated through the agreed governance process to Board in January 2024. A subsequent phase will then commence to consider options development, where services are identified as requiring this.
- With reference to outpatients, this work will now be incorporated into the planned care pathways within the Clinical Services Plan rather than have a standalone projects.
- Comprehensive Regional Stroke Centre (CRSC) Business Case - This has been considered by the Executive team and discussed at the 26 June 2023 Strategic Development and Operational Delivery Committee (SDODC) ([available here](#)). At this stage, the Executive team has indicated support in principle for the development of such a unit but recognised a significant amount of work will be required between now and the unit potentially being in a position to serve Carmarthenshire residents (currently anticipated to be Year 3 of the implementation plan). In particular, the whole pathway will need to be considered in order to ensure the Hywel Dda UHB units have the staffing levels to meet national standards and support timely repatriation.
- The approach and scope for primary care are being finalised.
- Risks to delivery: There is a potential risk to the associated timeline agreed at Board. At present, all work has been undertaken pursuant to the deadlines. For the avoidance of doubt, the work programme is on schedule. However, due to the on-going work for the recovery of the annual plan and Reinforced Autoclave Aerated Concrete (RAAC) issue at Withybush Hospital it is prudent to flag at this stage that the workforce resources required to deliver the CSP programme are also supporting the aforementioned work.