

**PWYLLGOR STRATEGAETH A CHYNLLUNIO
STRATEGY AND PLANNING COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	28 August 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Clinical Services Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategy and Planning Mark Henwood, Executive Medical Director
SWYDDOG ADRODD: REPORTING OFFICER:	Helen Morgan-Howard, Sarah Isaac, Alex Martin, Ben Rogers, Conrad Hancock, Transformation Programme Office

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The Health Board has an agreed health and care strategy, 'A Healthier Mid and West Wales – our future generations living well', which sets out our vision for health and care services across Hywel Dda University Health Board (HDdUHB), including the future configuration of services. This remains our direction of travel; however, it was recognised in the November 2024 Board meeting that some aspects of our strategy may need to be reviewed in light of capital availability and the time elapsed since 2018. The fragility of our services was a key driver for the strategy and remains a risk that has been further exposed through the COVID-19 pandemic and in the period since.

The Clinical Services Plan (CSP) programme was established to develop a set of plans for the provision of key services over the medium-term. The purpose of this report is to provide assurance on the progress for Phase 3 of the programme, the CSP public consultation.

Cefndir / Background

The long-term plans for services remain as set out in our strategy; however, there is a need to consider service provision over the medium term, particularly with the delays in the 'A Healthier Mid and West Wales' programme. Prior to the pandemic, and in our strategy, it was recognised that many of our services are fragile, predominantly because our clinical teams are spread across multiple sites and, therefore, there is an over-reliance on a small number of individuals. This remains the case and in certain areas that risk has materialised. Similarly, there are services that have not returned to pre-pandemic activity levels which is limiting access for patients, e.g. for those patients awaiting elective surgery.

At the Board meeting held in [March 2023](#), it was agreed that the following services required focused support and would form a programme of work to deliver a CSP; the table has been revised to indicate services in scope and changes of roles:

Table 1: Drivers for pathways within scope of the Clinical Services Plan programme updated to reflect services in scope and change in roles:

Service	Driver	Executive Lead
Critical Care	Response to service fragility, in particular at Prince Philip Hospital (PPH)	Chief Operating Officer
Urgent and Emergency Paediatrics	As per the outcome of the consultation. Currently at Implementation phase as updated at the Board meeting in January 2024	Chief Operating Officer
Planned Care (Dermatology, Elective Orthopaedics, Ophthalmology, and Urology)	To support the return to pre-COVID activity levels (as a minimum), as part of improving access and reducing waiting times for patients	Chief Operating Officer
Emergency General Surgery	To respond to service fragility, particularly at Wthybush Hospital (WGH), as referenced in the March 2023 operational update	Chief Operating Officer
Stroke	To meet standards and respond to service fragility	Executive Director of Allied Health Professions and Health Science
Diagnostics (Endoscopy and Radiology)	To support the return to pre-COVID activity levels (as a minimum), as part of improving access and reducing waiting times for patients	Chief Operating Officer
Primary Care and Community	To respond to the service sustainability challenges as discussed at the Extraordinary Board Meeting in February 2023	Director of Primary Care, Community and Long-Term Care

The Board update in [November 2024](#) approved the recommendation to develop a project plan to undertake a public consultation. In addition, this update included the closing report for Phase 2 of the CSP programme in the development of a shortlist of options.

The Board update in [January 2025](#) approved the consultation project plan, and within this the consultation mandate, including the aims and objectives of Phase 3 – Public Consultation. Public consultation will enable the Board to make a formal decision on the nine services in scope, as well as the potential roles of the hospitals until the full implementation of the ‘A Healthier Mid and West Wales’ strategy.

The Board update in [May 2025](#) approved the formal launch of the Clinical Services Plan public consultation as well as received assurance from the quality assurance process undertaken by Hugh Irwin & Co. (HICO).

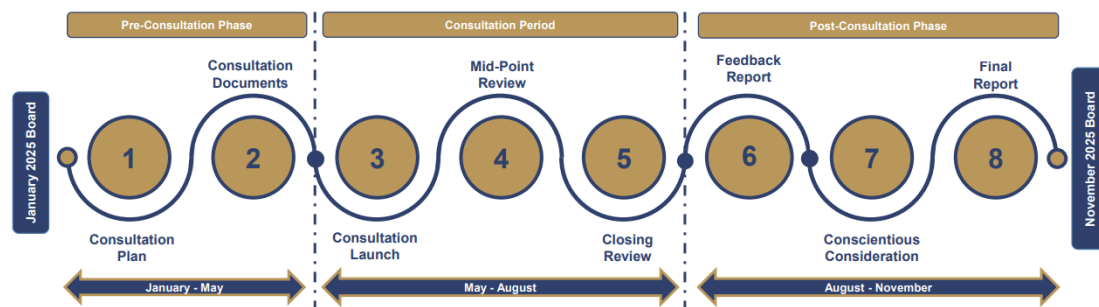
Asesiad / Assessment

Clinical Services Plan Programme Update

The CSP programme is on track and completed the mid-point review on 22 July 2025. The public consultation is targeted to complete on 31 August 2025.

The mid-point review meeting (illustrated in step 4 below) aimed to assess the progress of the consultation, and make necessary adjustments to ensure inclusivity, transparency and quality of engagement.

Progress Against the Project Plan



- Consultation Documentation: Available in multiple languages and alternative formats
- Communication Promotion: Ongoing across various channels
- Staff Engagement: All planned sessions completed
- Public Sessions: Both in-person and online sessions have taken place as planned
- Additional Sessions: Focus has shifted to additional in-person public sessions, staff sessions, and targeted sessions with community groups and stakeholders
- Further Outreach: Engaging with current service users through the Community Development Outreach Team

Communications, Engagement and Feedback

Response Metrics (as reported at the mid-point review):

- Total questionnaire responses including partially completed responses - 1,620 (1,565 online, 55 paper/accessible formats)
- Direct community engagement - 1,600+ people through Health Board events
- Geographic distribution - Carmarthenshire 34%, Pembrokeshire 38%, Ceredigion 24%, Other areas 3%
- NHS staff participation - 21% of respondents (demonstrating strong workforce engagement)
- Workshop participation - 58 people across three deliberative sessions

Communications Reach (as reported at the mid-point review):

- Household coverage - direct Royal Mail leaflet drop completed to all Hywel Dda postcodes, expected saturation is 85% of all households
- Digital reach - 314,000 people (English channels) + 10,000 (Welsh channels)
- Media coverage - 74 news items across 12 publications
- Website engagement - 7,312 page views of consultation landing page with 4,384 unique users

Direct engagement (as reported at the mid-point review):

- Hospital staff sessions - 656 staff engaged across 10 drop-in sessions
- Public drop-ins - 11 sessions completed with attendance ranging from 17 (Ammanford) to 408 (Llandovery)
- Internal meetings - 27+ sessions with clinical teams, Medical Staff Committees MSCs, partnerships and staff groups
- Political engagement - three County Councils, multiple Town/Community Councils engaged

Demographic Reach (as reported at the mid-point review):

- Age profile - 67% of respondents aged 55+, with 27% aged 65-74
- Accessibility needs - 31% report disability or long-term health condition
- Language provisions - Materials available in five languages plus British Sign Language (BSL), audio, easy-read
- Deprivation spread - Responses across all quintiles (11% most deprived to 26% least deprived)

Timeline Risk Review

- Consultation timeline extension is not advised at this stage, but a new risk suggests an extension to Board reporting for alternative options may be necessary for programme decision making.

Update on Urgent and Emergency Paediatrics Implementation Plan at WGH Hospital

The Paediatric Service has returned to Puffin Ward on a limited outpatient basis where capacity is needed. Further discussions with Capital Projects Design Team are ongoing with the Services on the scope of the refurbishment of Puffin Ward and associated costs including the contingency budget following a recent site visit. Currently, the draft timeline for the full refurbishment of the area ranges between 44 and 48 weeks, which would indicate a return to full services in late 2026-27.

Argymhelliad / Recommendation

The committee is asked to:

- **RECEIVE ASSURANCE** from Clinical Services Plan (CSP) programme of Public Consultation progress
- **NOTE** the additional risk in relation to the overall programme timeline
- **NOTE** the update on Urgent and Emergency Paediatrics Implementation Plan at Withybush Hospital (WGH).

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.21. Seek assurance on delivery against all Planning Objectives aligned to the Committee, in accordance with the Board approved timescales, as set out in the Health Board's Annual Plan, considering and scrutinising the plans and programmes that are developed and implemented, supporting and endorsing these as appropriate.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	<ul style="list-style-type: none">• 1363 - (Critical Care) Inability to safely support Level 3 Critical Care provision across PPH and GGH (current score 20)• 1082 – (T&O) Lack of Major Trauma Weekend Theatre Sessions GGH (current score 20)• 1383 (Endoscopy) Nursing Staffing Issues/recruitment (current score 8)• 1254 - (Endoscopy) Prince Philip Reconfiguration (current score 8)

	<ul style="list-style-type: none"> • 1531 - (General Surgery) Inability to safely support on call rota at WGH and GGH (current score 10) • 1084 - (General Surgery) Surgical Rota at PPH (current score 9) • 1235 - (Urology) Urology Urgent Suspected Cancer (USC) and PCNL (PERCUTANEOUS NEPHROLITHOTOMY) Treatment Delays (current score 16) • 1407 - (Corporate Level Risk) Risk to delivery of Annual Recovery Plan & achievement of WG Ministerial Priorities or the reduction in elective waiting times • 1488 - (Endoscopy) Decontamination BGH (current score 12) • 1092 - (OPD) Progress against F/UP OPD Targets (current score 12) • 1255/56 - (T&O) Lack of Orthogeriatric Consultants and ANP Support (current score 20) • 747 - (Dermatology) Delivery of sustainable Dermatology Service (current score 8) • 1428 - (Rheumatology) Unable to meet Service requirements (current score 4) • 632 - (Ophthalmology) Ability to fully implement WAG Measures (current score 16) • 1066 – (Ophthalmology) Inability to provide nursing staff to cover required level of activity within Ophthalmology across HB (current score 9) • 1234 - (OPD) Inadequate ventilation GGH/WGH (current score 12)
<p>Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)</p>	<p>7. All apply</p>
<p>Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)</p>	<p>6. All Apply</p>
<p>Amcanion Strategol y BIP: UHB Strategic Objectives:</p>	<p>6. Sustainable use of resources 3. Striving to deliver and develop excellent services 5. Safe sustainable, accessible and kind care</p>
<p>Amcanion Cynllunio Planning Objectives</p>	<p>6 Clinical services plan</p>

<p>Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</p>	<p>2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS</p>
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Gwybodaeth Ychwanegol: Further Information:	
<p>Ar sail tystiolaeth: Evidence Base:</p>	<p>The Clinical Services Plan followed the advice and direction provided by the Consultation Institute (tCI) for Phase 1 and most of Phase 2. For Phase 3 this advice is being provided by HICO under the Centre for Consultation.</p>
<p>Rhestr Termiau: Glossary of Terms:</p>	<p>Contained within body of the report, also: ARCH – A Regional Collaboration for Health BGH – Bronglais Hospital CSP – Clinical Services Plan EqIA – Equality Impact Assessment GGH – Glangwili Hospital GIRFT – Getting it Right First Time GMS – General Medical Services ORS – Opinion Research Services PPH – Prince Philip Hospital QSEC – Quality, Safety, and Experience Committee RAAC – Reinforced Autoclaved Aerated Concrete tCI – the Consultation Institute WGH – Worthybush Hospital WNWRS – Welsh National Workforce Reporting System HICO – Hugh Irwin and Co.</p>
<p>Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:</p>	<p>Board (March 2023 for approval to deliver the Clinical Services Plan Programme) Board (May 2023 for an update on progress of the Clinical Services Plan) Board (July 2023 for an update on progress of the Clinical Services Plan) Board (September 2023 for an update on progress of the Clinical Services Plan) Board (September 2023 Project Plan to develop a Primary Care and Community Strategy) Board (November 2023 for an update on progress of the Clinical Services Plan) Board Seminar (December 2023 for the agenda including items related to Primary Care and Community) Board (January 2024 for an update on progress of the Clinical Services Plan) Board (March 2024 for an update on progress of the Clinical Services Plan) Board (May 2024 for an update on progress of the Clinical Services Plan)</p>

	<p>Board (July 2024 for an update on progress of the Clinical Services Plan)</p> <p>Board (September 2024 for an update on progress of the Clinical Services Plan) Page 3, Chief Executives Report</p> <p>Board (November 2024 for an update on progress of the Clinical Services Plan)</p> <p>Board (January 2025 for an update on the progress of the Clinical Services Plan).</p> <p>Board (May 2025 for an update on progress of the Clinical Services Plan)</p> <p>Executive Team</p>
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	An indicative financial estimate has been included within the programme and is contained within the supporting documents directory for public consultation.
Ansawdd / Gofal Claf: Quality / Patient Care:	The Clinical Services Plan is intended to improve Quality and Patient Care. Quality Impact Assessment screenings have been completed and have been considered at the Quality Impact Assessment Panel. These were included with submissions to the Board in November 2024.
Gweithlu: Workforce:	Indicative programme workforce assessments have been completed and are contained within the supporting documents directory for public consultation.
Risg: Risk:	As outlined above.
Cyfreithiol: Legal:	The consultation project plan as shared in the Board update in January 2025 highlights the relevant legal considerations for public consultation.
Enw Da: Reputational:	It is anticipated that there may be political and media interest in the development of these plans. A Communications and Engagement plan has been developed as part of the programme.
Gyfrinachedd: Privacy:	Relevant privacy statements are linked and described within the consultation documents. A Data Protection Impact Assessment (DPIA) has been completed for the programme.
Cydraddoldeb: Equality:	The Clinical Services Plan is intended to improve equality, and this will be further assessed as service plans are developed. Baseline Equality Impact Assessments have been undertaken based on current service provision. In addition to this Equality Impact Screening templates have been completed to consider the impacts within each of the proposed options. These were submitted alongside Board reports in November 2024.