

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	28 August 2025
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Mid Wales Joint Committee Report
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Andrew Carruthers, Chief Operating Officer, Hywel Dda University Health Board
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Keith Jones, Director of Operational Planning & Performance, Hywel Dda University Health Board, and Programme Director, Mid Wales Joint Committee

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

Er Gwybodaeth/For Information

**ADRODDIAD SCAA  
SBAR REPORT**

Sefyllfa / Situation

The purpose of the report is to present an update on the Mid Wales Joint Committee Priorities and Delivery Plan 2025/26 for the period April to July 2025. The report outlines the progress made on the delivery of the Joint Committee's priorities for 2025/26 and other areas identified in-year which would potentially benefit the population across the Mid Wales area.

Cefndir / Background

In January 2014, the Welsh Government Minister for Health and Social Services (Professor Mark Drakeford) commissioned the Welsh Institute for Health and Social Care (WIHSC) to explore the options for the provision of high quality and sustainable healthcare services in Mid Wales. The different needs of rural communities and the cross-boundary challenges of this region suggested the need for a review of the system. The study spent eight months listening to stakeholders across Mid Wales, working with clinicians, Health Boards, professional bodies and many others and reviewing the lessons from elsewhere in the UK and internationally where similar challenges have been addressed.

The resultant Mid Wales Healthcare Study, published in October 2014, highlighted a number of issues and twelve recommendations were made. One key recommendation was that the three Health Boards serving the Mid Wales population should establish a joint governance mechanism (working title: The Mid Wales Healthcare Collaborative), in order to implement the range of recommendations made in the report. (*ref: Mid Wales Healthcare Study, Report for Welsh Government, WIHSC – University of South Wales, September 2014*). Although this recommendation did not make specific reference to Local Authorities, the report of the study made a number of references to the importance of social care within the healthcare system. As such it was felt appropriate that Local Authorities should be members of the collaborative.

The Mid Wales Healthcare Collaborative (MWHC) was established in March 2015 with the following organisations as its members:

- Betsi Cadwaladr University Health Board (BCUHB)
- Hywel Dda University Health Board (HDdUHB)
- Powys Teaching Health Board (PTHB)
- Welsh Ambulance Services University NHS Trust (WAST)
- Ceredigion County Council
- Gwynedd Council
- Powys County Council

In March 2018, the MWHC transitioned to the Mid Wales Joint Committee for Health and Social Care (MWJC) with a revised leadership arrangement and governance structure in order to strengthen the approach to planning and delivery across Mid Wales and support organisations in embedding collaborative working within their planning and implementation arrangements. The leadership of the Joint Committee was revised to reflect its new approach with Lead Chair, Lead Chief Executive, Lead Director of Planning and Lead Clinical Executive Director roles undertaken by relevant representatives of the Mid Wales healthcare organisations on a bi-annual rotational basis and a Programme Director.

Upon its inception the MWJC agreed its Mid Wales Strategic Intent which includes five overarching aims to support partner organisations to work together to address the current health and care needs of the Mid Wales population as well as future challenges.

- **Aim 1: Health, Wellbeing and Prevention**  
Improve the health and wellbeing of the Mid Wales population.
- **Aim 2: Care Closer to Home**  
Create a sustainable health and social care system for the population of Mid Wales which has greater focus on care closer to home.
- **Aim 3: Rural Health and Care Workforce**  
Create a flexible and sustainable rural health and care workforce for the delivery of high quality services which supports the healthcare needs of rural communities across Mid Wales.
- **Aim 4: Hospital Based Care and Treatment**  
Create a sustainable and accessible Hospital Based Care and Treatment service for the population of Mid Wales with robust outreach services and clinical networks.
- **Aim 5: Communications, Involvement and Engagement**  
Ensure there is continuous and effective communication, involvement and engagement with the population of Mid Wales, staff and partners.

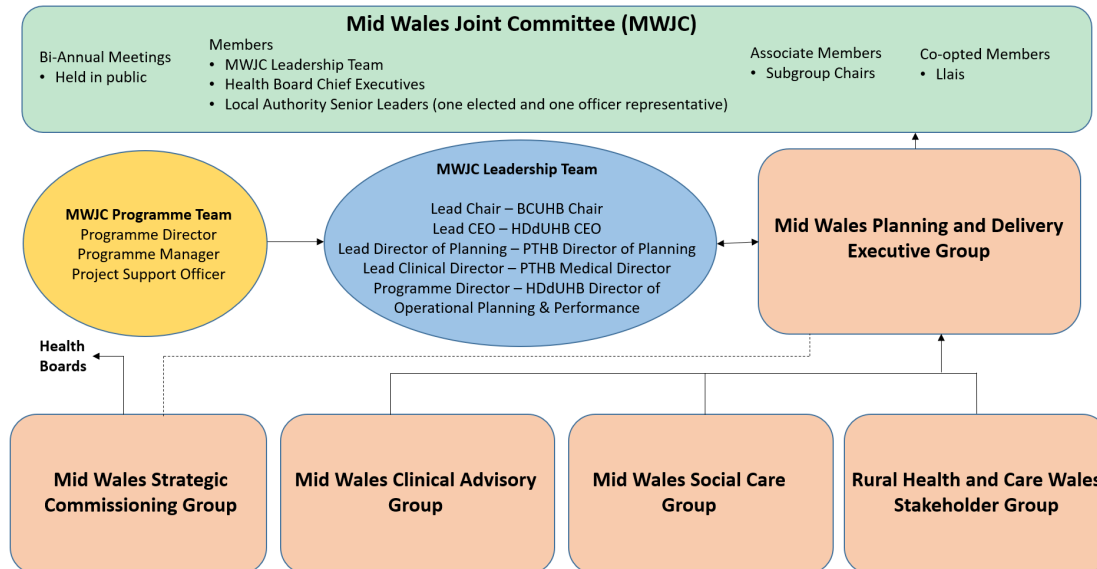
In support of these aims, a set of annual Mid Wales specific priority workstreams are agreed which are aimed to provide added value to organisations working across Mid Wales and which align to the Integrated Medium Term Plans (IMTP) / Annual / Regional Plans of the Joint Committee's partner organisations. The annual priority setting exercise includes a workshop session of the Mid Wales Planning and Delivery Executive Group to discuss and set the proposed priorities for the upcoming year with the following taken into consideration:

- Progress made on the Mid Wales priorities for the current year.
- Emerging themes / issues identified by the Joint Committee's sub-groups and task and finish groups.
- Individual organisational plans for the upcoming year and any other emerging matters which may require a collaborative discussion and regional approach.
- Feedback received from the public.
- Priorities of other regional and national programmes.

The proposed priorities are shared with the Joint Committee's sub-groups and task and finish groups for consideration and feedback prior to final agreement by the Mid Wales Planning and

Delivery Executive Group (MWPDEG) and MWJC Board. Delivery of the priorities is supported by a Mid Wales Priorities and Delivery Plan which details the scope, expected outcomes, key actions including timescales and the governance arrangements including responsible officers and delivery mechanisms.

The diagram below describes the MWJC governance structure and that of its respective sub-committees:



The MWJC oversees the delivery of the Mid Wales Priorities and Delivery Plan and the work of its sub-groups. It is chaired by the MWJC Lead Chair, Dyfed Edwards Chair of BCUHB, and its membership includes Chief Executives from Health Boards and WAST, representatives from the three Local Authorities, Joint Committee Leadership Team, Chairs of the Joint Committee’s sub-groups and Llais. The MWJC has seen a change in its leadership arrangements for 2025/26 with Professor Phil Kloer Chief Executive of HDdUHB assuming the role of lead Chief Executive and Keith Jones, Director of Operational Planning and Performance at HDdUHB appointed as MWJC Programme Director.

The MWPDEG leads on the development and implementation of the Mid Wales Priorities and Delivery Plan with its membership comprising planning representatives from the three Health Boards and WAST with the Chair of the Mid Wales Social Care Group attending on behalf of the three Local Authorities.

The MWPDEG is supported in its work by the following groups:

- The Mid Wales Clinical Advisory Group (MWCAG) which provides clinical support and advice on the Mid Wales priorities either as identified by the group or as commissioned by the MWPDEG. The group is chaired by the lead Clinical Executive Director, Dr Kate Wright Executive Medical Director for PTHB, and its membership includes clinical representatives from the three Health Boards, WAST and Public Health.
- The Mid Wales Social Care Group (MWSocG) which focuses on Social Care and the alignment of plans for social care services across Mid Wales. Its membership includes Directors of Social Services for the three Mid Wales Local Authorities. A review of the group is currently in progress to ascertain whether its role provides added value and whether its role is already being undertaken elsewhere by other national and regional groups and mechanisms.
- Priority specific task and finish groups whose role is to implement the delivery plan related to its specific priority. These task and finish groups report directly to the

MWPDEG with a written update on progress provided to bi-monthly MWPDEG meetings.

- The Mid Wales Strategic Commissioning Group (MWStCG) has been established for the three Mid Wales Health Boards to fulfil their commissioning role collaboratively for the population of Mid Wales. Chaired by Lee Davies, Executive Director of Planning and Strategy at HDdUHB, its membership includes planning, finance, commissioning, contracting and clinical representatives from each organisation. The group is directly accountable to the three Health Boards, with reports on its work provided to the MWPDEG. The group supports the MWJC in proposing suggested service areas which may benefit a regional approach.
- The Rural Health and Care Wales (RHCW) Stakeholder Group reports to the MWJC and provide updates on its work to the MWPDEG. RHCW was established in response to the twelfth recommendation of the Mid Wales Healthcare Study that ‘The three Health Boards, working with local Universities and others, should develop and support a centre of excellence in rural healthcare, with a particular focus on research, development and dissemination of evidence in health service research which addresses the particular challenges of Mid Wales.’ The workplan for RHCW supports the Joint Committee’s priorities with more wide-ranging areas of work that encompass broader social models of health and ill health preventative measures.

### Asesiad / Assessment

For 2025/26 the Mid Wales priorities, as agreed by the MWJC, are as follows:

<b>Mid Wales priorities 2025/26</b>	
<b>Priority</b>	<b>Strategic Objective</b>
Urology	Complete the review of prostate cancer Prostate-Specific Antigen (PSA) and Trial Without Catheter (TWOC) pathways and flows for patients residing in Mid Wales, identify any current gaps in provision and opportunities for the future provision of services across Mid Wales.
Ophthalmology	Increase capacity and access to ophthalmology services across the Mid Wales area through the development of a regional and a whole system pathway (primary, community and secondary care) approach supported by the establishment of operational and service links between Health Boards.
Cancer	Identify opportunities for increasing provision and improving access to cancer services across Mid Wales.
Community Dental Services	Identify what improvements can be made to general NHS dental services provision across Mid Wales.
Strategic service change programmes	Identify the impact on the Mid Wales population of pathway changes proposed via strategic service change programmes being progressed by individual organisations.
Cross Border workforce arrangements	Develop solutions to cross organisational border health and social care workforce arrangements across Mid Wales.
Colorectal	Establish a sustainable Colorectal services pathway for Mid Wales, which ensures a Mid Wales focus on service delivery and creates opportunities for the provision of outreach services across the Care Hubs in Mid Wales.
Dermatology	Identify opportunities for increasing provision and improving access to Dermatology services across Mid Wales.

These priorities and areas of focus will be subject to continuous review during the year to respond to organisational strategic changes. The update report attached as appendix 1

outlines progress to date on the Mid Wales Priorities and Delivery Plan from April to July 2025 and sets out planned actions for August to December 2025.

Below is an overview of the progress made and current status of the MWJC priorities.

<b>MWJC Priorities – Progress / Status Overview</b>					
<b>Priority</b>	<b>Workstreams</b>	<b>Blue (Completed)</b>	<b>Red (Late)</b>	<b>Amber (Off Track)</b>	<b>Green (On Track)</b>
Urology	2			1	1
Ophthalmology	4				4
Cancer	2	1			1
Community Dental Services	2			1	1
Strategic service change programmes	4				4
Cross Border Workforce arrangements	3	1		1	1
Colorectal	1				1
Dermatology	1				1

For those workstreams whose status is currently Amber (Off Track) below provides a summary highlighting the issues which have impacted on progress and the current actions being progressed

<b>MWJC Priorities – Issues and Actions for Amber workstreams</b>			
<b>Priority</b>	<b>Workstream</b>	<b>Issue</b>	<b>Action</b>
Urology	Prostate-Specific Antigen (PSA) pathway	Primary Care practitioners are monitoring certain groups of prostate cancer patients but internal processes found to be inconsistent, with no shared care arrangements in place. National Institute for Health and Care Excellence (NICE) Clinical Knowledge Summary for Prostate Cancer states that monitoring of prostate cancer patients can be carried out in primary care under shared care arrangements.	Issue has been referred to the HDdUHB Urology Team and Deputy Medical Director and Deputy Associate Medical Directors for advice on how this should be taken forward as the solution may potentially have resource implications.
Community Dental Services	Paediatric General Anaesthesia at Bronglais General Hospital	Progress on establishment of HDdUHB Paediatric General Anaesthesia Task and Finish Group delayed due to staffing capacity challenges within the HDdUHB Dental Team.	Further discussions are scheduled with the HDdUHB general dental services (GDS) Clinical Lead and Associate Director as to the future approach for this work.

Cross Border Workforce arrangements	Band 2 and 3 Health Care Support workers curriculum	Workstream on hold due to the national piece of work being undertaken by Health Education and Improvement Wales (HEIW) on Healthcare Support Worker Band 2 and Band 3 job descriptions and clinical skills induction.	Timescale for the HEIW work to be ascertained in order to inform the revised target date for this workstream.
-------------------------------------	---	---	---

### Argymhelliad / Recommendation

The Strategy and Planning Committee is asked to:

- **NOTE** the update report on the Mid Wales Priorities and Delivery Plan 2025/26 for April 2025 to July 2025.

### Amcanion: (rhaid cwblhau)

#### Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	<p>3.1.3 That, wherever possible, Health Board plans are aligned with partnership plans developed with Joint Committees, Local Authorities, Universities, Collaboratives, Alliances and other key partners, such as the Transformation Group who form part of A Regional Collaboration for Health (ARCH).</p> <p>3.1.8 Seek assurance on delivery of plans in relation to the National Networks and Joint Committees.</p> <p>3.1.23 Seek assurance on the management of risks within the Corporate Risk Register (CRR) and Directorate Risk Registers (including for hosted services and through partnerships and Joint Committees as appropriate) aligned to the Committee and its sub-committees, and report any areas of significant concern e.g. where risk tolerance is exceeded, lack of timely action. Where risks cannot be brought within the Health Board's risk appetite/tolerance, recommend acceptance of risks to the Board.</p> <p>3.1.24 Receive assurance through Sub-Committee Update Reports and other management/task &amp; finish group reports that risks relating to their areas are being effectively managed across the whole of the Health Board's activities (including for hosted services and through partnerships and Joint Committees as appropriate).</p>
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable

Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	10. Not Applicable

#### **Gwybodaeth Ychwanegol: Further Information:**

Ar sail tystiolaeth: Evidence Base:	Agendas and minutes of meetings of the Mid Wales Joint Committee, Mid Wales Planning and Delivery Executive Group and its sub-groups for 2025-26.
Rhestr Termau: Glossary of Terms:	Contained within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Strategaeth a Chynllunio Parties / Committees consulted prior to Strategy and Planning Committee:	Director of Operational Planning and Performance, HDdUHB

#### **Effaith: (rhaid cwblhau) Impact: (must be completed)**

<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Not Applicable
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Not Applicable

<b>Gweithlu: Workforce:</b>	Not Applicable
<b>Risg: Risk:</b>	Not Applicable
<b>Cyfreithiol: Legal:</b>	Not Applicable
<b>Enw Da: Reputational:</b>	Not Applicable
<b>Gyfrinachedd: Privacy:</b>	Not Applicable
<b>Cydraddoldeb: Equality:</b>	Not Applicable