



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 October 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Primary Care and Community Strategic Plan Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Jill Paterson, Director of Primary Care, Community and Long-Term Care
SWYDDOG ADRODD: REPORTING OFFICER:	Rhian Bond, Assistant Director of Primary Care Sarah Bolton, Head of Primary Care Transformation

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

Hywel Dda University Health Board (HDdUHB) is committed to developing a Primary and Community Services Strategic Plan that supports the shift left of services and resources, bringing care closer to home for patients in our communities.

Cefndir / Background

Primary Care and Community Services play a crucial role within HDdUHB, with circa 90% of all patient contacts happening within these services. These services form an integral part of the whole health and care system providing initial assessment, treatment, and ongoing management of patients' health needs. The effectiveness of these services has a direct impact on the demand for other service areas e.g. Minor Injuries Units, Accident and Emergency Departments.

We recognise the need for change and the importance of a greater focus on preventative and proactive care. When the Clinical Services Plan was first developed, Primary Care was identified as a fragile service due to the concerns around sustainability of General Practice. Since then, significant progress has been made this year in developing and shaping the Strategic Plan.

Following the presentation of early transformation and/or radical ideas in Board reports prior to April 2025, extensive engagement has taken place with Professional Collaboratives and other interested professional groups across the seven Clusters. This engagement has been used to get clinician feedback on ideas, identify gaps, and generate further proposals for service improvement.

Asesiad / Assessment

Clinical engagement over the summer has provided clear evidence of areas with strong clinical support, as well as opportunities for further development. A number of key themes have consistently emerged through this process:

- **Continuity of Care** – Patients who receive consistent care from the same clinical professional experience better outcomes and are less likely to access unscheduled or emergency secondary care.
- **Access and Quality** – Improved access to Primary Care is essential, supported through greater use of digital tools and alternative service models.
- **Coordination** – Stronger coordination between Primary and Secondary care is critical to reduce unnecessary hospital attendances. This includes improved communication, shared goals, and collaborative working.
- **Innovation** – There is an appetite for innovative service models that strengthen Primary Care capacity, streamline referrals, and make the overall system more efficient.

All feedback from the clinical engagement sessions has been analysed and presented to the Primary Care and Community Strategic Group. Further work will be required as part of the implementation phase to test ideas through hurdle criteria, quality impact assessment, financial and workforce parameters.

In early October 2025, Locality Leads were invited to share their strategic visions and plans. Work is now underway to map the Cluster-level suggestions against the clinical engagement feedback. This mapping exercise is already highlighting a set of emerging, consistent priorities (*Appendix 1*) that will form the foundation of the development of the Strategic Plan.

The next Strategic Group meeting will review and discuss a draft version of the Primary and Community Services Strategic Vision, including the proposed priorities for ratification.

Nationally from work directed by the Cabinet Secretary to the Chief Medical Officer “Accelerating progress with the delivery of Integrated Health Services for and in our communities – Transformation Programme” (*Appendix 2*) there was a renewed focus on the delivery of integrated care with a Primary Care focussed session on for 14 October 2025.

Work continues nationally on a rolling programme of tripartite contract negotiations across the four Contractor professional groups and as such any Strategic Plan will need to be flexible to allow and enable national strategic delivery of services. At the time of writing this report the GMS and Community Pharmacy negotiations have yet to conclude, Optometry negotiations have concluded but not announced and the Dental contract consultation has concluded with further detail required to enable implementation.

The January 2026 Public Board will receive an in-depth report that details:

- Introduction (National considerations, local context – health of population, inequalities and long-term planning (age, disease))
- Alignment with other strategic plans e.g. AHMWW, SMfHW, Primary Care Model for Wales
- Cluster information
- Impact if we do not change – status quo
- Summary of stakeholder engagement
- Introducing the clinical model
- Vision and Priorities for Primary and Community Strategic Plan
Next steps – implementing the strategic plan, the considerations/perimeters of doing this

Argymhelliad / Recommendation

- **RECEIVE ASSURANCE** regarding the progress made in developing the Primary and Community Services Strategic Plan.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.14. Seek assurances on the development and delivery of the Primary Care and Community Strategic Plan.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	All strategic objectives are applicable
Amcanion Cynllunio Planning Objectives	7 Primary Care and Community Strategic Plan
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	All strategic objectives

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	
Rhestr Termiau: Glossary of Terms:	Contained in report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Strategaeth a Chynllunio Parties / Committees consulted prior to Strategy and Planning Committee:	Not Applicable

Effaith: (rhaid cwblhau)

Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Linked to strategic refresh
Ansawdd / Gofal Claf: Quality / Patient Care:	Improved quality of service and access
Gweithlu: Workforce:	Improved quality of workforce and sustainability
Risg: Risk:	Financial
Cyfreithiol: Legal:	Subject to contractual obligations
Enw Da: Reputational:	Links to the strategic refresh AHMWW
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Options generated will be subject to EQIAs

Primary Care & Community Strategic Plan Priorities

Draft Priority areas that have emerging from the engagement & ideas generated

P1



Prevention

Provide Primary Care and Community Services that empower communities to support their own health and wellbeing by embedding the principles of a Social Model for Health and Wellbeing and reducing health inequalities

P2



Partnership Working

Primary, Secondary Care and Community Services will work in partnership to provide holistic care

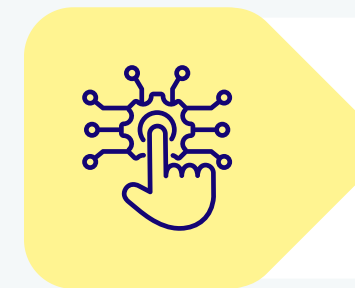
P3



Access

Simplify, improve and enhance timely access to Primary Care and Community Services to ensure equity of access for patients and focussing on prevention

P4



Digital Offer

Improve digital and IT capabilities to enhance patient care, operational efficiency and outcomes

P5



Estate & Infrastructure

Review the estate needs across Primary and Community Services and ensure an effective strategy is place for delivering transformation, sustainability and contractual requirements within financial parameters.

P6

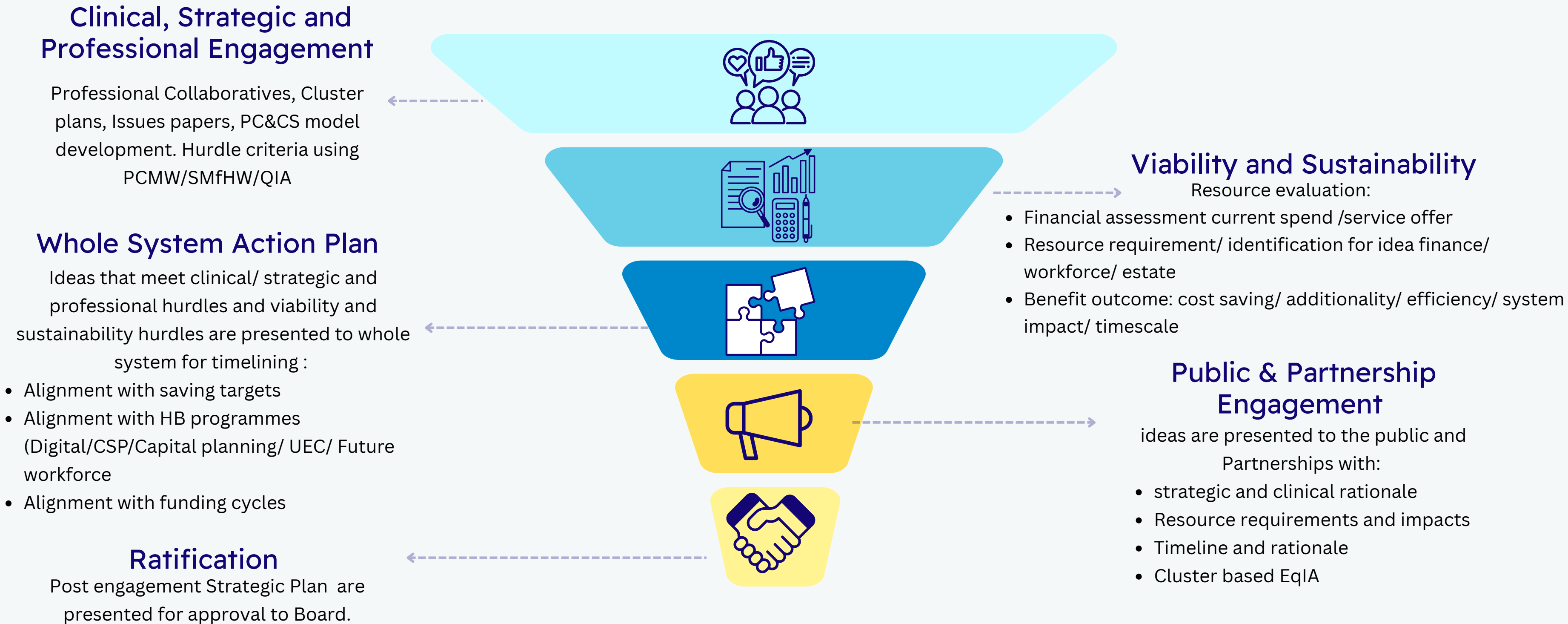


Workforce & Sustainability

Ensure that the current and future workforce are developed to ensure that they can meet the evolving needs of the organisation and patients

Hurdles, Engagement, Approval

This diagram sets out the 5 stages for delivery of the strategic plan, in line with the lessons from the Mid-Point review and taking into account finance, engagement and clinical resources





A Healthier Wales: our Plan for Health and Social Care

Accelerating progress with the delivery of Integrated Health Services for and in our communities – Transformation programme

Engagement Briefing

Our vision: A healthier Wales through an integrated, sustainable, population-focused system delivering care closer to home, with prevention and wellbeing at its core that meets the changing needs of our population

What progress have we made? Our policy and strategy direction in Wales has been strong and consistent for more than ten years. Implementing them will lead to better health outcomes but although there has been extensive activity, innovation, and examples of excellent work, the transformation remains incomplete with hospital-centric models still prevailing. We are therefore establishing a transformation programme to accelerate progress, make our vision a reality and ensure that:

- People and staff can navigate care pathways easily.
- Appointments are timely and appropriate to need, in the right setting.
- Staff well-being is enhanced
- Population health management and prevention are systematically embedded into every contact.

What have been the Challenges? The change that we need to implement is very significant and there have been competing priorities. Primary and Community care has not always been sufficient high priority in Health Boards, our planning frameworks have not been sufficiently well aligned to facilitate progress and we have had inconsistent urgent care models, underutilised multidisciplinary teams and slow digital deployment. Our new transformation programme is the result of Welsh Government and Health Boards's commitment to addressing the barriers to progress.

Roles and Responsibilities: Welsh Government develops policy and sets national standards holding Health Boards accountable; Health Boards assess and meet the needs of their population implementing national models of care; NHS Performance and Improvement supports Welsh Government and Health Boards deliver their responsibilities. Our approach will be one of clinically-led service improvement and transformation, co-designed with our communities and working in partnership across organisations and sectors.

What are we going to do? We are going to build on the great work of the Primary Care and Urgent care programmes and unify transformation work under a single framework, reshaping the Primary Care Programme into a new transformation programme to oversee the work to accelerate the delivery of Integrated Services in our communities. A delivery plan will be developed to support this system transformation in a way that addresses current fragmentation of the health system through hardwiring primary and community care at every level with an unwavering

focus on population health through system-wide strong leadership and collaboration. Key enablers for primary and community care to deliver on the ambition include addressing the workforce challenges and digital gaps. In addition, there is a recognition that achieving this level of transformation is inextricably linked to sustainable GMS.

The **delivery plan** will comprise actions in several areas including:

Governance and Leadership

- Changes to the planning framework and remit letters to include the expectation for integrated health services in the community and ensure that these are reflected in the performance management relationship between NHS P&I and Health Boards.
- Building in clear objectives for Chief Executives on advancing primary and community care with clear accountability for the delivery of the Care Model in their organisation
- Ensuring that all executive directors of NHS Wales deliver the breath of their role including Primary and Community care and that Boards fulfil effectively their full responsibilities across public health, primary and secondary care.
- Clarifying the role and governance for clusters to support greater impact and ensure engagement and alignment with Health Board strategies
- Developing local networks bringing together primary care clinicians with hospital clinicians to agree standardised pathways based on national best practice.

Service Transformation

Prevention & Population Health Management

- Embed prevention bundles (e.g. vaccination, blood pressure/AF detection, smoking cessation, weight management) in both chronic and urgent care contacts and commission these at a cluster/locality level.
- Implement population health management to identify and proactively support vulnerable cohorts, integrating self-management and personalised care planning. This will include a national approach to a population health management patient segmentation tool.

Chronic Conditions Management

- Define a standard model (functions, outcomes, pathways) for chronic conditions (e.g. CVD, diabetes, COPD, MSK, mental health), using a community by design approach

Urgent & Same-Day Care

- Develop a rapid options appraisal for urgent care navigation and implement the preferred option. This should include the minimum UPCC specification to reduce variation and a national pathway with 111.

The plan will also include action on **Key Enablers** including digital tools and data, workforce and contracts.

How will we know that we have succeeded?

We will see improvements in health outcomes and patient satisfaction. Some of these benefits will not be realised straight away but we will also see:

- ✓ Sustainable GMS
- ✓ Multidisciplinary community teams anchored in community care settings, integrating diagnostics, rehabilitation, and social care, with continuity for complex cases.
- ✓ Population stratification with identified and prevention / care escalation plans in place.
- ✓ Improved patient navigation
- ✓ Primary care leadership informs national decisions across planned care, urgent care, diagnostics and digital.
- ✓ Improved staff wellbeing

Our success depends on the commitment of all parts of the system in recognition that a transformative change to deliver integrated services closer to our communities is necessary for a healthier Wales. We all have a role to play in realising this brighter future for our communities, our patients and for the NHS and we need your help, initially by informing the plans so that they are as strong as possible and then by helping implement them rapidly and effectively.

How can you contribute? We will be providing opportunities for colleagues to engage with this work at national and health board level and bring their skills and expertise to:

- ❖ Comment on proposals so that we can strengthen as needed
- ❖ Identify any further opportunities and challenges
- ❖ Drive forward the changes required.