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NHS
WALES



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

NHS in Wales

Why we are changing the structure

October 2009

NHS Reforms

What are we doing?

On 1 October 2009, the biggest NHS reforms in a generation take place in Wales, with the current 22 Local Health Boards (LHBs) and seven NHS Trusts replaced with seven integrated Local Health Boards, responsible for all health care services.

In addition, a new unified public health organisation, Public Health Wales NHS Trust, will become fully operational. Velindre NHS Trust, the specialist cancer Trust, will continue along with the Welsh Ambulance Services NHS Trust.

Why are we changing?

The *One Wales* document determined that we must redesign the delivery of the NHS in Wales, to improve health outcomes and ensure that the NHS delivers care effectively with its partners.

The old system was complex and over-bureaucratic. With simpler management structures, more money can be channelled to frontline services. The LHBs will improve patient care by removing artificial boundaries that existed between the commissioners (the LHBs) and the providers of services (the NHS Trusts) and will end the internal market. For the first time, we will have integrated organisations that can provide seamless care.

A growing older population, more people living with chronic conditions, challenges in providing timely, effective and cohesive services in rural locations, increasing obesity rates and low levels of physical activity, service targets and a challenging financial climate, are just some of the major challenges facing us.

We need to provide more care closer to people's homes and more self-care programmes to help people live more independent lives, provide more joined-up services between health and social care, and increasingly focus on public health, creating a wellness service, rather than a sickness service. It means a shift in the balance of care, looking at whole systems rather than just hospitals. There is a strong emphasis on public health and long-term planning.

The new simplified structure will provide improved collaborative working between hospitals, easier access to a wider range of health professionals and with smaller management, more money will be available for frontline services to improve patient care. We are transforming the NHS into an integrated health care system which works closely with Local Government and the Third Sector, widening horizons through partnership working and ensuring that public health is central.

Patients will continue to be at the heart of everything the NHS does. The new structure will provide a more transparent decision-making process that will benefit patients and staff.

What will change?

It is not a 100 metre dash but a three to five year project that is going to take a major cultural shift. Patients won't see significant changes overnight. We will continue to see the same doctor, or visit the same hospital, but over time, we will see improvements in the way we receive care.

The seven Health Boards must focus on:

- Changing behaviour not structures;
- Collaboration not confrontation;
- Planning not commissioning;
- Whole systems not hospitals;
- Clinical engagement;
- Partnership working; and
- Wellness not illness.

For some groups of patients, such as those with chronic conditions, the way in which they are cared for is already changing. Three areas of Wales, Carmarthenshire, Cardiff and North Wales are demonstrating new ways of working between different services to support people living with chronic conditions.

In Carmarthenshire, for example, emergency medical admissions have been reduced by almost 40 per cent for chronic bronchitis or emphysema, 30 per cent for heart failure, and 10 per cent for diabetes as part of their wider programme of improvements.

The successful work undertaken in joining up health and social care services in the demonstrator sites exemplifies the kind of joined-up working between agencies resulting in benefits to patients that should, in time, become standard in the new NHS structure.

A wider strategy to further utilise the expertise and skills of primary care professionals to help relieve pressure on hospitals and deliver on our aim of providing more services closer to patients is also being driven forward.

In addition to providing care for people when they need it, a greater focus will be placed on the importance of public health and prevention in the new NHS with the creation of the Public Health Wales NHS Trust. This will build on the achievements of the National Public Health Service and Wales Centre for Health in supporting LHBs to improve health.

Even with improving people's health and well-being, people will become ill and need access to care and treatment. By the end of the year, we are due to meet the maximum 26-week target from primary care referral to start of treatment. More operations will be conducted as day cases enabling more patients to return home from hospital sooner.

Improving patient safety and experience will be paramount, and a key element will be the benefits to be derived from driving quality improvements building on the successes of the *1000 Lives* campaign.

Further information on the consultation documents and new structure is available on the NHS Reform website at:
<http://www.wales.nhs.uk/sites3/home.cfm?orgid=811>

The new organisations replacing the former LHBs and Trusts are:

Former NHS Trust and LHB	New NHS organisation [from 1 October]	Chair	Chief Executive	Address
<ul style="list-style-type: none"> ▪ Abertawe Bro Morgannwg University NHS Trust ▪ Bridgend LHB ▪ Neath Port Talbot LHB ▪ Swansea LHB 	Abertawe Bro Morgannwg University Health Board	Win Griffiths	David Sissling	1 Talbot Gateway Baglan Energy Park Baglan Port Talbot SA12 7BR Tel: 01639 683670 Web: www.abm.wales.nhs.uk
<ul style="list-style-type: none"> ▪ Gwent Healthcare NHS Trust ▪ Blaenau Gwent LHB ▪ Caerphilly LHB ▪ Monmouthshire LHB ▪ Newport LHB ▪ Torfaen LHB 	Aneurin Bevan Health Board	David Jenkins	Dr Andrew Goodall	Mamhilad House Block A Mamhilad Park Estate Pontypool Torfaen NP4 OYP Tel: 01873 732732 Web: www.aneurinbevanhb.wales.nhs.uk
<ul style="list-style-type: none"> ▪ North Wales NHS Trust ▪ North West Wales NHS Trust ▪ Anglesey LHB ▪ Conwy LHB ▪ Denbighshire LHB ▪ Flintshire LHB 	Betsi Cadwaladr University Health Board	Michael Williams	Mary Burrows	Ysbyty Gwynedd Bangor Gwynedd LL57 2PW Tel: 01248 384384 Web: www.bcu.wales.nhs.uk

Former NHS Trust and LHB	New NHS organisation [from 1 October]	Chair	Chief Executive	Address
<ul style="list-style-type: none"> ▪ Gwynedd LHB ▪ Wrexham LHB 				
<ul style="list-style-type: none"> ▪ Cardiff and Vale NHS Trust ▪ Cardiff LHB ▪ Vale of Glamorgan LHB 	Cardiff and Vale University Health Board	David Francis	Jan Williams OBE	First Floor Cardigan House University Hospital of Wales Heath Park Cardiff CF14 4XW Tel: 029 2074 7747 Web: www.cardiffandvaleulhb.wales.nhs.uk
<ul style="list-style-type: none"> ▪ Cwm Taf NHS Trust ▪ Rhondda Cynon Taff LHB ▪ Merthyr Tydfil LHB 	Cwm Taf Health Board	Dr Christopher Jones	Margaret Foster OBE	Dewi Sant Hospital Albert Road Pontypridd CF37 1LB Tel: 01443 486222 Web: www.cwmtafhb.wales.nhs.uk
<ul style="list-style-type: none"> ▪ Hywel Dda NHS Trust ▪ Carmarthenshire LHB ▪ Ceredigion LHB ▪ Pembrokeshire LHB 	Hywel Dda Health Board	Chris Martin	Trevor Purt	Hywel Dda Health Board Merlins Court Winch Lane Haverfordwest SA61 1SB Tel: 01437 771220 Web: www.hywelddalhb.wales.nhs.uk

Former NHS Trust and LHB	New NHS organisation [from 1 October]	Chair	Chief Executive	Address
Powys Teaching LHB	Powys Teaching Health Board	Chris Mann	Andrew Cottom	Mansion House Bronllys Brecon Powys LD3 0LS Tel: 01874 711661 Web: www.powysthb.wales.nhs.uk

In addition to the new LHBs, the three NHS Trusts, of which Public Health Wales is new, are:

<ul style="list-style-type: none"> ▪ National Public Health Service ▪ Wales Centre for Health ▪ The Welsh Cancer Intelligence and Surveillance Unit ▪ The Congenital Anomaly Register and Information Service ▪ Screening Services Wales 	Public Health Wales NHS Trust	Professor Mansel Aylward	Bob Hudson	14 Cathedral Road Cardiff CF11 9LJ Tel: 029 2022 7744 Web: www.publichealthwales.org
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	Welsh Ambulance Services NHS Trust	Stuart Fletcher	Alan Murray	H.M.Stanley Hospital St Asaph Denbighshire LL17 0RS Tel: 01745 532900 Web: www.was-tr.wales.nhs.uk
	Velindre NHS Trust	Ian Kelsall	Alun Lloyd	2 Charnwood Court Heol Billingsley Parc Nantgarw Cardiff CF15 7QZ Tel: 02920 196161 Web: www.velindre-tr.wales.nhs.uk

Attached are PDF documents showing the NHS structure before 1 October and one of the new structure from 1 October:

NHS Trusts before 1 October 2009:

Wales

Hospitals/NHS Trusts

Hospitals

Major A&E Unit
Minor A&E Unit
* not 24 hour

▲ MORRISTON
■ LLANDUDNO GENERAL

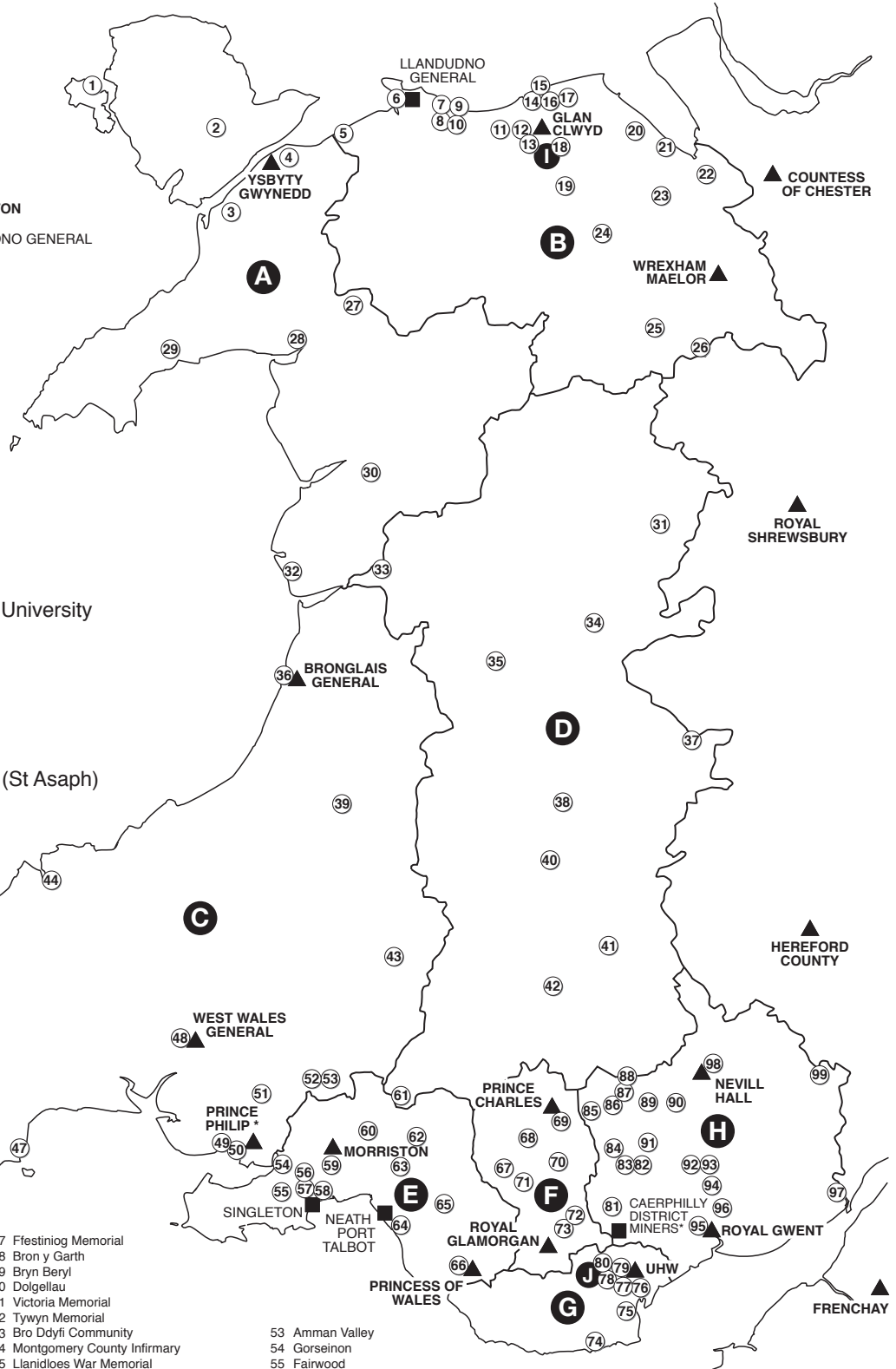
Other Hospitals

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Source : HOWIS NHS Wales Directory website

NHS Trusts

- A** North West Wales
- B** North Wales
- C** Hywel Dda
- D** Powys Teaching LHB
- E** Abertawe Bro Morgannwg University
- F** Cwm Taf
- G** Cardiff and Vale
- H** Gwent Healthcare
- I** Welsh Ambulance Service (St Asaph)
- J** Velindre (Cardiff)



OTHER HOSPITALS (2.7.09)

- 1 Ysbyty Penrhos Stanley
- 2 Cefni
- 3 Eryri
- 4 Minffordd
- 5 Bryn y Neuadd
- 6 Bodnant EMI Unit
- 7 Nant y Glyn Health Resource Centre
- 8 Bryn Hesketh Unit
- 9 North Wales Adolescent Service
- 10 Colwyn Bay Community
- 11 Abergele
- 12 Ablett Unit
- 13 North Wales Cancer Treatment Centre
- 14 Royal Alexandra
- 15 Hafod Mental Health Resource Centre
- 16 Glan Traeth
- 17 Prestatyn Community
- 18 H.M Stanley
- 19 Denbigh Community (Denbigh Infirmary)
- 20 Holywell Community
- 21 Flint Community
- 22 Deeside Community
- 23 Mold Community
- 24 Ruthin Community
- 25 Llangollen Community
- 26 Chirk Community

- 27 Ffestiniog Memorial
- 28 Bron y Garth
- 29 Bryn Beryl
- 30 Dolgellau
- 31 Victoria Memorial
- 32 Tywyn Memorial
- 33 Bro Ddyfi Community
- 34 Montgomery County Infirmary
- 35 Llanidloes War Memorial
- 36 Gorwelion Day
- 37 Knighton
- 38 Llandrindod Wells County War Memorial
- 39 Tregaron
- 40 Builth Wells
- 41 Bronllys
- 42 Brecon War Memorial
- 43 Llandovery
- 44 Cardigan & District Memorial
- 45 Bro Cerwyn/St.Brynach Day
- 46 South Pembrokeshire
- 47 Tenby Cottage
- 48 St.Davids
- 49 Brynmair Clinic Day
- 50 Bryntrion
- 51 Mynydd Mawr
- 52 Swn-y-Gwynn Day

- 53 Amman Valley
- 54 Gorseinon
- 55 Fairwood
- 56 Garrgoch
- 57 Cefn Coed
- 58 Hill House
- 59 Llwyneryr Unit
- 60 Gellinudd
- 61 Ystradgynlais Community
- 62 Tonna
- 63 Cimla
- 64 Groeswen
- 65 Maesteg Community
- 66 Glanrhyd
- 67 Ysbyty George Thomas
- 68 Aberdare General
- 69 St.Tydfils General
- 70 Mountain Ash General
- 71 Llwynypia
- 72 Pontypridd & District Cottage

- 73 Dewi Sant
- 74 Barry
- 75 Llandough
- 76 Cardiff Royal Infirmary
- 77 St.Davids
- 78 Rookwood
- 79 University Dental
- 80 Whitchurch
- 81 Ystrad Mynach
- 82 Oakdale
- 83 Ty Sirhowy Unit
- 84 Aberbargoed
- 85 Redwood Memorial
- 86 Tredegar General
- 87 Dan-y-Bryn Unit
- 88 Ysbyty'r Tri Chwm

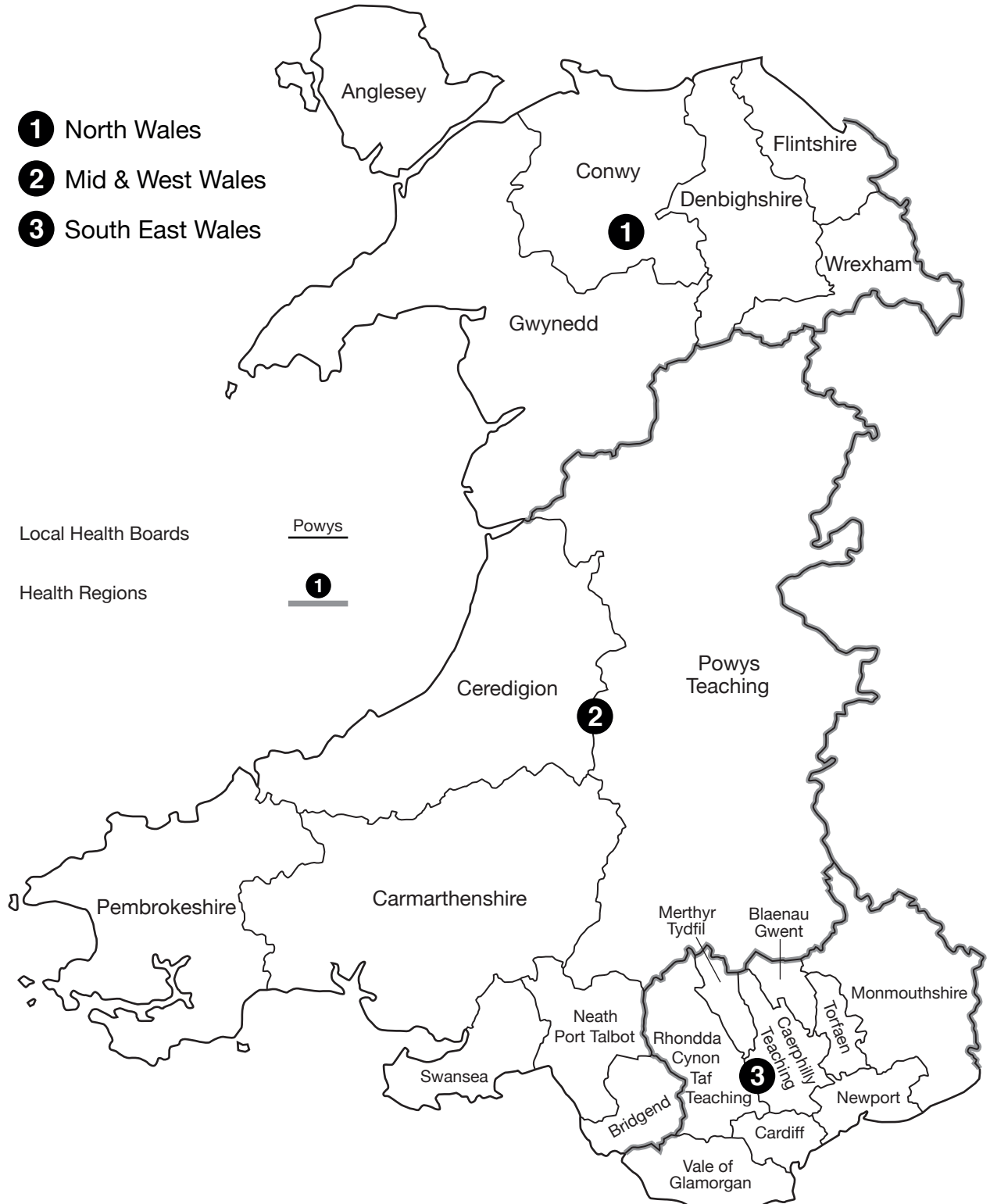
- 89 Blaina & District
- 90 Blaenavon
- 91 Abertillery & District
- 92 Talygarn Unit
- 93 County
- 94 Llanfrehfa Grange
- 95 St.Woolos
- 96 St.Cadocs
- 97 Chepstow Community
- 98 Maindiff Court
- 99 Monnow Vale Health & Social Care Facility

LHBs before 1 October 2009:

Wales

Local Health Boards

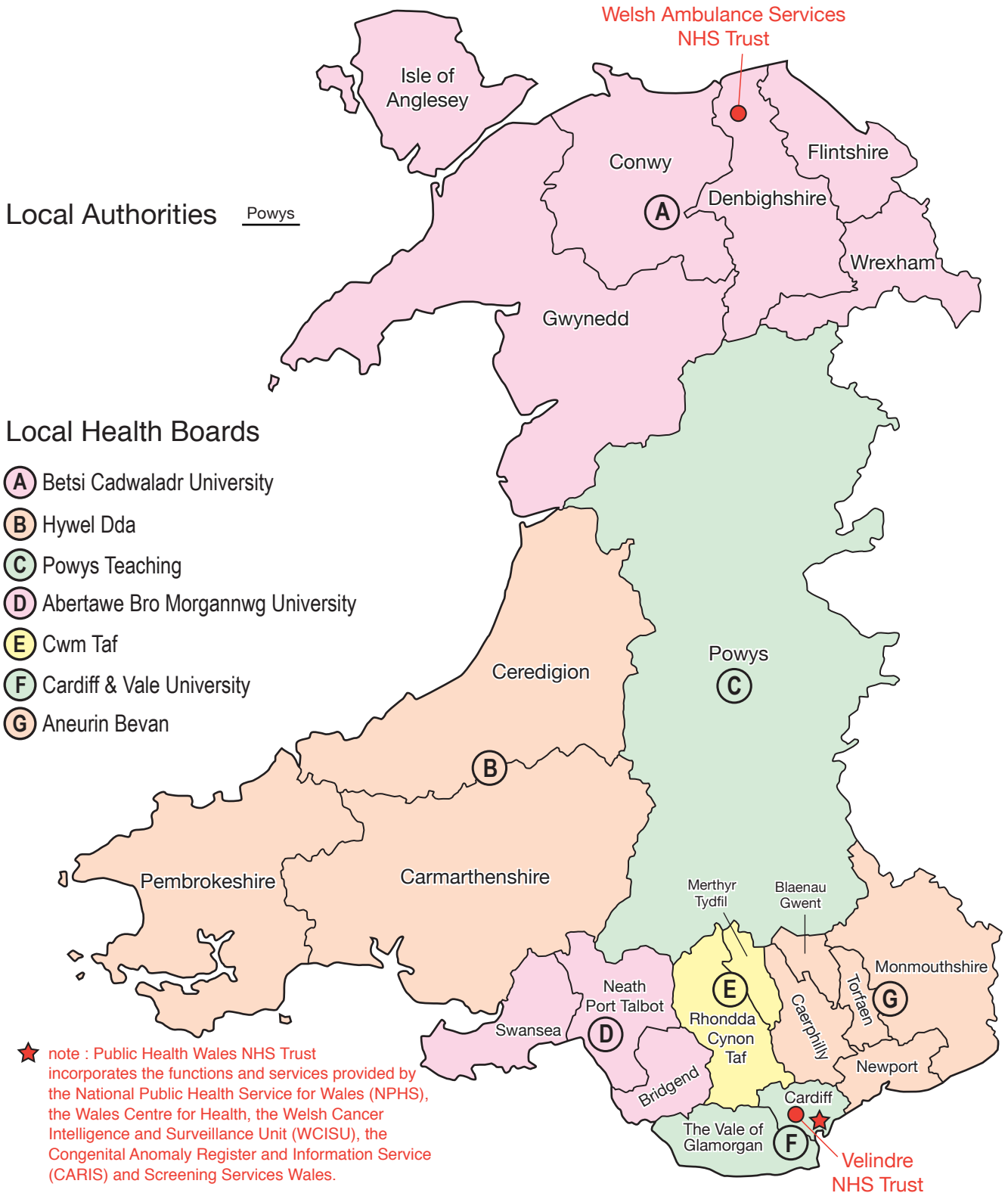
- 1** North Wales
- 2** Mid & West Wales
- 3** South East Wales



New LHB areas from 1 October 2009:

Wales

Local Authorities Local Health Boards



Demographic profiles produced by the Wales Centre for Health for the new LHBs:

Abertawe Bro Morgannwg University Health Board

The LHB is one of the most densely populated in Wales with some 17 per cent of Wales' population. This equates to 499,400 people. 45.7 per cent of the LHB's residents live in Swansea with 27.5 per cent and 26.8 per cent living in Neath Port Talbot and Bridgend local authority areas respectively.

More information:

<http://www.wales.nhs.uk/sites3/Documents/568/LHB%20ABERTAWE%20BRO%20MORGANNWG%20Eng.pdf>

Aneurin Bevan Health Board

The LHB covers 7.5 per cent of Wales' landmass and has 19 per cent of Wales' population. This equates to 560,500 people. 30.6 per cent of the population live in Caerphilly with 25 per cent in Newport and 16.3 per cent in Torfaen, Monmouthshire and Blaenau Gwent, and local authority areas respectively.

More information:

<http://www.wales.nhs.uk/sites3/Documents/568/LHB%20ANEURIN%20BEVAN%20Eng.pdf>

Betsi Cadwaladr University Health Board

The LHB covers almost a third of Wales' landmass and is the largest in terms of population and geography. It has 23 per cent of Wales' population or 678,500 people in the area. Flintshire is the most populated local authority area within the LHB with 22.2 per cent of the population, followed by 19.4 per cent in Wrexham. 17.5 per cent, 16.5 per cent, 14.3 per cent and 10.2 per cent in Gwynedd, Conwy, Denbighshire and Anglesey respectively.

More information:

<http://www.wales.nhs.uk/sites3/Documents/568/LHB%20BETSI%20CADWALADR%20Eng.pdf>

Cardiff and Vale University Health Board

The LHB is the smallest in terms of area but the most densely populated in Wales. It has 14.9 per cent of Wales' population or 445,000 people in the area. 72.1 per cent of the population live in Cardiff and 27.9 per cent living in the Vale of Glamorgan.

More information:

<http://www.wales.nhs.uk/sites3/Documents/568/LHB%20CARDIFF%20%26%20VALE%20%2D%20Eng.pdf>

Cwm Taf Health Board

The LHB covers only three per cent of Wales' landmass but is the second most densely populated area. It has 10 per cent of Wales' population or 289,400 people in the area. 80.8 per cent of the population live in Rhondda Cynon Taf and 19.2 per cent living in Merthyr Tydfil.

More information:

<http://www.wales.nhs.uk/sites3/Documents/568/LHB%20CWM%20TAF%20%2D%20Eng.pdf>

Hywel Dda Health Board

The LHB covers a quarter of Wales' landmass and is the second most sparsely populated area. It has 13 per cent of Wales' population or 375,200 people in the area. Carmarthenshire is the most populated local authority area within the LHB with 47.9 per cent of the population, followed by 31.4 per cent in Pembrokeshire and 20.7 per cent in Ceredigion.

More information:

<http://www.wales.nhs.uk/sites3/Documents/568/LHB%20HYWEL%20DDA%20%2D%20Eng.pdf>

Powys Teaching Health Board

The LHB covers a quarter of Wales' landmass and is the most sparsely populated area. It has 4.5 per cent of Wales' population or 132,000 people in the area.

More information:

<http://www.wales.nhs.uk/sites3/Documents/568/LHB%20POWYS%20%2D%20Eng.pdf>