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.

The new organisations replacing the former LHBs and Trusts are:

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<tr>
<th>Former NHS Trust and LHB</th>
<th>New NHS organisation [from 1 October]</th>
<th>Chair</th>
<th>Chief Executive</th>
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<tr>
<td>Abertawe Bro Morgannwg University NHS Trust</td>
<td>Abertawe Bro Morgannwg University Health Board</td>
<td>Win Griffiths</td>
<td>David Sissling</td>
<td>1 Talbot Gateway Baglan Energy Park Baglan Port Talbot SA12 7BR Tel: 01639 683670 Web: <a href="http://www.abm.wales.nhs.uk">www.abm.wales.nhs.uk</a></td>
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<td>Gwent Healthcare NHS Trust</td>
<td>Aneurin Bevan Health Board</td>
<td>David Jenkins</td>
<td>Dr Andrew Goodall</td>
<td>Mamhilad House Block A Mamhilad Park Estate Pontypool Torfaen NP4 OYP Tel: 01873 732732 Web: <a href="http://www.aneurinbevanchb.wales.nhs.uk">www.aneurinbevanchb.wales.nhs.uk</a></td>
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<td>North Wales NHS Trust</td>
<td>Betsi Cadwaladr University Health Board</td>
<td>Michael Williams</td>
<td>Mary Burrows</td>
<td>Ysbyty Gwynedd Bangor Gwynedd LL57 2PW Tel: 01248 384384 Web: <a href="http://www.bcu.wales.nhs.uk">www.bcu.wales.nhs.uk</a></td>
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<td>Cardiff and Vale NHS Trust</td>
<td>Cardiff and Vale University Health Board</td>
<td>David Francis</td>
<td>Jan Williams OBE</td>
<td>First Floor Cardigan House University Hospital of Wales Heath Park Cardiff CF14 4XW Tel: 029 2074 7747 Web: <a href="http://www.cardiffandvaleulhb.wales.nhs.uk">www.cardiffandvaleulhb.wales.nhs.uk</a></td>
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<td>Cwm Taf NHS Trust</td>
<td>Cwm Taf Health Board</td>
<td>Dr Christopher Jones</td>
<td>Margaret Foster OBE</td>
<td>Dewi Sant Hospital Albert Road Pontypridd CF37 1LB Tel: 01443 486222 Web: <a href="http://www.cwmtafhb.wales.nhs.uk">www.cwmtafhb.wales.nhs.uk</a></td>
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<td>Rhondda Cynon Taff LHB</td>
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<td>Hywel Dda NHS Trust</td>
<td>Hywel Dda Health Board</td>
<td>Chris Martin</td>
<td>Trevor Purt</td>
<td>Hywel Dda Health Board Merlins Court Winch Lane Haverfordwest SA61 1SB Tel: 01437 771220 Web: <a href="http://www.hywelddalhb.wales.nhs.uk">www.hywelddalhb.wales.nhs.uk</a></td>
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<td>Powys Teaching LHB</td>
<td>Powys Teaching Health Board</td>
<td>Chris Mann</td>
<td>Andrew Cottom</td>
<td>Mansion House Bronllys Brecon Powys LD3 0LS Tel: 01874 711661 Web: <a href="http://www.powysthb.wales.nhs.uk">www.powysthb.wales.nhs.uk</a></td>
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In addition to the new LHBs, the three NHS Trusts, of which Public Health Wales is new, are:

- 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](http://www.publichealthwales.org) |
| 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](http://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](http://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:**
LHBs before 1 October 2009:
Wales

Local Health Boards

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

January 2007
New LHB areas from 1 October 2009:
note: Public Health Wales NHS Trust incorporates the functions and services provided by the National Public Health Service for Wales (NPHS), the Wales Centre for Health, the Welsh Cancer Intelligence and Surveillance Unit (WCISU), the Congenital Anomaly Register and Information Service (CARIS) and Screening Services Wales.
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:


**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 15.7 per cent 12.3 per cent in Torfaen, Monmouthshire and Blaenau Gwent, and local authority areas respectively.

More information:


**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:

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:

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:

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:

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: