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Health Board

NEW DIRECTIONS FOR POWYS



Discussion Document

NEW DIRECTIONS FOR POWYS

Message from the Chairman/Chief Executive

Powys teaching Health Board (PtHB) is seeking to engage Powys residents in a dialogue about the future of health services in the county.

Since taking over in October 2009 we have been listening to the concerns local people have about their health services. We have also celebrated a number of successes that reflect the quality of our patient care.

Significantly we are taking a major step forward to work more closely with our County Council colleagues to bring together health and social services to ensure they are truly integrated and centred in the community. Our main aim is to deliver an integrated service at the point of delivery that is patient focussed, safe and effective. Integration will also lead to more efficient care pathways that can produce financial savings and help us protect front line services.

Public services in Powys, as is the case across the UK, are facing unprecedented challenges. Health and social care services are required to constantly change and develop to reflect changes in clinical practice. After many years of growth in NHS funding, we must all face the challenge of doing more with less money.

For Powys we believe the solution to both improving health and social care and protecting front line services is through bringing together health and social care in local communities.

To achieve this we need local people to engage in the dialogue about how services will be delivered in their community in the future. We know from past experience that if change is imposed then there is likely to be opposition and local resistance. It is important that local views are taken into account. Some of the choices and decisions that need to be taken will be difficult. We will be challenging people to look to the future to ensure that services in Powys can continue to be delivered for future generations.

This document provides a framework for how we think we can move forward together. It explains how we want to do more in Powys, not less. It gives examples of where we believe services need to change to provide a better service for Powys residents. Considerable progress has

already been made in strengthening our community services. The tHB is engaged in discussions with many local communities, but not all. There is much more to be done.

Working together we can achieve a new direction for health and social services in Powys that will see us through the 21st Century and beyond.



Andrew Cottom
Chief Executive
Powys teaching Health Board



Chris Mann
Chair
Powys teaching Health Board

THE NEED FOR A NEW DIRECTION

Powys teaching Health Board (tHB) was established in October 2009 to set a new direction for the delivery of health care services to the people living in Powys. This means not only thinking about how we currently deliver services, but also looking forward to how we ensure that we improve the quality of what we do for our rural communities over the next 20 years and beyond. We face a number of challenges that are unique in Wales that include:

- the rural nature of Powys;
- a small population living in a large geographical area;
- the increasing average age of local people;
- delivery of advances in medicine in small communities;
- a difficult financial and economic climate.

If the tHB does not take action to change the way in which it provides services it is likely that more and more people would need to travel out of the county for treatment, and local services could be lost.

Since being established we have been listening carefully to what communities have been saying to us about their services, and considering how the tHB should respond to these concerns. We recognise that there is much concern in small communities that services have reduced and that much loved local hospitals appear to be under threat. People of Powys tell us they want the services in the county to be retained and made stronger. They want public services to work closer together and provide a single service. We believe we can make that commitment to the people of Powys but it will also require some difficult decisions both for local people and the tHB. We believe it is best if we tackle these difficult decisions together. Our focus will be to provide services that meet the genuine need that Powys people have for care.

Healthcare in the 21st century continues to change rapidly. Complex and effective treatments for common conditions such as cancer, stroke and heart disease need to be provided in increasingly specialist units. For Powys residents this means travelling out of the county for their treatment. Although travelling can be difficult and time consuming, access to the high quality services available in major hospitals does save lives. Advances in medicine mean that providing such care in Powys would no longer be safe. This is not to say that there is no need

for local services for the people of Powys. Living in a rural area should not mean that people feel remote from access to healthcare. The tHB is committed to ensuring that, where safe to do so, services are provided locally.

The difficulty in travelling to services is one of the most frequent issues that is raised with us. By providing more services locally we can reduce the need for travel. When travelling to services cannot be avoided we need to work to improve that journey.

The people of Powys enjoy good health compared to the rest of Wales. However several areas of Powys experience poorer health than others, for example death rates from common diseases such as heart disease can be twice as high in some areas as others. We therefore need to work harder in some communities to support self-help and create resilient communities. Across Wales the NHS is thinking radically about the way services are provided to ensure that they can be sustained in the long term. Powys is no different and is not immune to the impact of advances in clinical practice and the economic picture. People are living longer, but not necessarily healthier lives, and all public services are facing an increasingly challenging financial climate. In particular we need to plan ahead for the growing number of older people that will be living in Powys.

In all parts of the UK the majority of healthcare that people access on a day to day basis is provided in the community. People's homes and GP practices are the main venues for healthcare and residents are cared for at home by visiting services such as health visitors, community nursing and occupational therapists. As an example Powys has the highest proportion of women in Wales who opt to have their babies at home.

The tHB has already made considerable progress in expanding the range of services provided in the community. For example, we have extended the hours of community nursing services and secured funds for additional hospice at home services. Rehabilitation, delivered in the home by new reablement teams, is also being introduced across Powys. These teams provide help to patients to adapt to living at home following a period of illness. We want to strengthen these types of services further and ensure that we deliver as much care as we can in the community.

A NEW DIRECTION FOR SERVICES IN POWYS

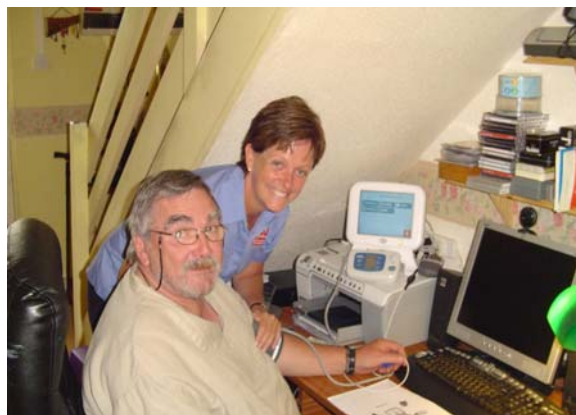
The following is a summary of the changes to services that we wish to make to improve access to healthcare for Powys residents.

A new direction for people with a long term condition

Mr. H has Parkinson's disease. His family were finding it increasingly difficult to cope at home. His condition deteriorated, he experienced symptoms of weakness, sleepiness and drowsiness. He appeared less responsive, answering just yes or no. He expressed a wish to stay at home, preferring not to be admitted to hospital. Following discussion between the patient, family, the GP and carers, it was arranged for Mr. H to attend a day hospital for 5 days a week, with GP and nurse assessment daily.

Over the next four days Mr. H gradually improved. Both he and his family were grateful that we were able to prevent his admission to hospital. The professional team reflected on how easily Mr. H could have been admitted to hospital. We believe we can do more to help people like Mr. H manage their own care and stay well. For example

- people at greater risk of illness and admission to hospital will have a named care manager who will co-ordinate access to services and ensure that they and their carers can be supported at home;
- people with chronic conditions will increasingly have their care managed by their GP and community nursing and therapy service who have the specialist skills to assist people in managing their health. These staff will be supported by specialist consultants out of county using home monitoring as much as possible;
- people will be able to have their routine care within Powys rather than travelling out of Powys for out-patient appointments.



A new direction for people needing longer term care

Mrs C was admitted to Bronglais Hospital by her GP after feeling unwell for several days. Her treatment was completed in a few days and she was ready to go home. It took some time to consider what home support services could be offered, and it was agreed that she would need some changes to be made to her home. In the meantime, she was transferred closer to home to Machynlleth Hospital. Every day that Mrs C was in hospital she felt less confident about going home. In Machynlleth she discussed her options with the nursing team and social worker. Eventually Mrs C decided that she could no longer live in her own home and moved into a residential care home, which was some distance from her family and friends.

We believe that we could do better for people like Mrs C by ensuring that they are able to go home directly when ready. Providing intensive support for people for the first weeks at home after hospital will allow people to continue to live among friends and family in their community. This support includes:

- extending the availability of district nursing from a 9am to 5pm service to one that operates from 8am until 8pm to help individuals remain at home;
- providing services at home from an experienced therapy and social care team that will help you adapt to changes in your circumstances;
- working with Powys County Council and voluntary and community organisations to ensure a range of activities is available during the day. For example to ensure individuals are able to prepare and eat nutritious meals and to have opportunities to meet with friends and others in the community.

A new direction for mental health services

Mr T was admitted to hospital following the closure of a local care home. Mr T settled in well and went through a period of rehabilitation. Unfortunately Mr T was not mentally well enough to live independently and could not be discharged at that time because of a lack of suitable, local accommodation.

However, the enhanced community care team worked intensively to integrate Mr T into the local community. They worked with the local primary care services to ensure his health needs were recognised and

the local voluntary group set up meaningful activities. The tHB helped Mr T arrange an independent tenancy in local supported accommodation. Eventually Mr T was discharged and continues to live in his community.

By working with service users and their families through enhanced local mental health teams and in partnership with Powys Council and community organisations we can give people new directions in life through different types of mental health care. These include:

- strengthening community services to enable people with acute mental health problems to be cared for at home or discharged earlier from hospital;
- developing provision for older people with mental health needs in modern, purpose designed facilities or at home with specialist community teams;
- promoting emotional well being by ensuring access to meaningful opportunities in the community.

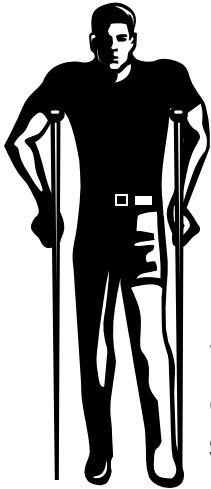
A new direction for hospital services

Mrs W from Newtown wrote to us to complain that following her surgery she was called back to the hospital in Shrewsbury for a follow-up appointment. When she arrived she waited an hour, was weighed by a nurse and was seen by the doctor who discharged her. Mrs W felt this follow-up could easily have been done locally, avoiding a 3 hour round trip. We agree with Mrs W and would want to set a new direction for out-patient appointments.

We believe that more routine services can be undertaken in Powys through re-thinking how they are organised. The use of technology to link into major hospitals will be an important part of this approach. We plan to increase:

- the number of people in Powys who have their day surgery in a Powys Hospital;
- the elements of planned care that are provided in Powys, for example, pre-operative assessment clinics or follow-up clinics;
- the number of outpatient appointments provided directly in Powys, including diagnostic services such as x-ray.

A new direction for unscheduled care



Mr A fell in his back garden in the afternoon and an ambulance was called. He was not seriously injured, but was taken by the ambulance to his nearest A&E department, some distance away in Nevill Hall Hospital. He waited three hours to be seen, was treated for a minor injury and discharged. Mr A complained once discharged that he had to arrange transport home having arrived by ambulance. We agree with Mr A since he had been assessed by a qualified paramedic he might have been treated locally and so avoided being stranded in a hospital far from home.

Where safe to do so we would like more people to be seen by Powys services through local assessment and treatment to avoid unnecessary trips to out of county hospitals. We will do this by:

- improving access arrangements so that people with minor injuries can be seen by a Powys based community service;
- working with the ambulance service to enable people who call 999 with minor injuries and minor illnesses to be assessed and treated in a Powys based service where appropriate;
- ensuring continued, prompt access to A&E for major emergencies in neighbouring acute hospitals.

A new direction for children's services

We believe that by bringing together children's services in health, education and social care we can improve access to services for children and families. We will do this by:

- developing integrated bases for children's services across Powys co-located with other children's services (social care and education);
- delivering mental health services for children and young people in integrated bases;
- developing two dedicated children's centres, one in north and one in south Powys for children with complex needs.

A new direction for women and their babies

We would like more women to opt for a home birth or to use a Powys birthing centre when it is safe for them to do so. We will achieve this by:



- providing six birthing centres across Powys and improving them where necessary;
- supporting women to consider a home birth or birth in a Powys birthing centre;
- maintaining and further developing our excellent relationships with partner obstetric units to provide women with seamless care.

A new direction for cancer services

People who need treatment for cancer often need to travel long distances for their specialist treatment. We believe we can do more to reduce the requirement for travel through:

- where possible increasing the number of people who can have their chemotherapy provided in a Powys facility;
- working with the cancer centres to bring access to radiotherapy as close to the borders of Powys as possible;
- strengthening the availability of home based palliative care and hospice at home services.

A new direction for renal services

The need for dialysis for people with kidney failure affects a small number of people, but has a considerable impact on their lives. Travel to a dialysis centre, many times a week, is time consuming. We want to improve this experience for patients by:

- working with service providers to ensure more local access to dialysis at Welshpool and Llandrindod Wells hospitals, as part of an all-Wales plan to reduce travel times for this service.

A new direction for stroke services

Our ability to provide treatment for people when they have a stroke has changed dramatically in recent years, but this requires rapid access to diagnosis and treatment at a hospital with the computed tomography (CT) scanning. We want to minimise the disability that can be caused by stroke by:

- ensuring prompt access to assessment and treatment for people when they have a stroke;
- enabling people to return to Powys based services for early rehabilitation following a stroke.

A NEW DIRECTION FOR OUR COMMUNITY HOSPITALS

Powys currently has ten community hospitals that have a long history of providing health care for local communities. They often opened as a result of the efforts and commitment of local people to improve health. These hospitals have adapted over the years to changes in health care. Most recently the need for hospital care has reduced as services in the community have been strengthened.

Our hospitals need to continue to adapt to the current and future health and social care needs of the communities they serve. The most frequent use of our hospitals is for services that are provided on an outpatient basis. Day surgery is provided on two sites. We believe our hospitals can provide more of this type of care. These are examples of how we can do this and reduce the number of journeys that people need to make outside of Powys:

- extending the current arrangements with surrounding hospitals for consultants to visit Powys to run their clinics here;
- using internet technology to support local delivery of services;
- developing different ways of providing follow-up appointments to out of county treatment;
- doing more day surgery in Powys;
- providing more services in Powys that support diagnosis of patients such as x-ray;
- bringing dialysis into Powys to cut the travel time for people who need to access this treatment many times a week;
- extending the chemotherapy provided in Powys.

Each of Powys' hospitals has a small number of beds, most of them supported by local GPs, providing high quality care. Many of the wards were built some time ago and are unlikely to withstand the demands of the next 100 years. All these buildings require support services such as cleaning, catering and have the unavoidable cost of heating and lighting. The small number of beds in each hospital means that they are now some of the most expensive to run in Wales.

There are also a number of care homes across the county for which demand will increase as people live longer. Currently people are not always able to remain in their own community to access the type of care home that they need. There is a need to develop new forms of care that meet the demands of people as we move through the 21st century. By working together and bringing these facilities together we can continue to provide services to people in Powys, close to where they live. We can no longer be constrained by buildings that we already have. Rather we need to set a new direction for the future if Powys tHB is to provide high quality and effective healthcare to residents.

The tHB believes there is a need for a health and social care centre in each of the main towns in Powys to bring together the different types of options for care. This includes long term social care as well as short term healthcare supported by GPs. These facilities would provide individual rooms with a homely feel with en-suite bathrooms and visitors able to stay. Shared dining and sitting rooms should be available. Options are needed that allow people to live in the same place as their care needs change, and allow couples to stay together when one or both need long term care.

In Builth Wells the community has worked with the tHB and Council to arrive at such a plan that will see a new health and social care centre that will be fit for the challenges of the future. This has been a complex process for the community, the Council and the tHB. However, through working together a solution that everyone can support has been reached. The proposed facility will provide modern, high quality environment to replace the current hospital and a care home. It will provide a new focus and beacon for care in which the community can take pride. The tHB has already secured £4.9M from the Welsh Assembly Government to build the first phase of this scheme which should open in 2013. The work in Builth Wells demonstrates our commitment to the modernisation and improvement of local services.

There is a need to work towards such a solution for each community in the county. This is a 5-10 year process of renewal of health and social care services. Each area of Powys has a different history, community, care needs and local facilities. The solution for each community will also therefore be different according to local circumstances.

We are committed to an honest and open conversation with all Powys residents about the future of local services. This is already happening in some places, but not all. We will need to discuss our plans with every community.

A NEW DIRECTION FOR STAFF



These service changes provide an exciting opportunity for Powys staff to develop their skills, making it more attractive for people to work in Powys in a new range of diverse and rewarding roles.

With an ageing population and a desire to provide services locally there will always be a need for people to work with patients. This includes both professionally qualified clinical staff and people in support roles that that work directly with patients, often in their own homes.

For example we can see the need in the future for:

- nurses with extended skills, including prescribing and in managing chronic conditions, who are able to work across all care settings;
- senior therapists with extended skills able to manage the overall care of individuals;
- developing the role of the care manager for nurses, therapists and social workers;
- new integrated carer roles working with people at home in support of nurses, therapists and social work teams.

We recognise that change is challenging. We will need to work with each individual in the organisation to ensure that they have a clear development plan that will support them to fulfil their important role in the future of the organisation, and meet the needs of the patients we serve.

A NEW DIRECTION FOR THE THB AND POWYS COUNTY COUNCIL

As widely covered in the press the tHB and Powys County Council are committed to working closely together. Both organisations have a common purpose to provide high quality public services to the people of Powys. We also share common challenges in providing services to a sparse, rural population with limited resources. One of our first priorities in bringing the work of the two organisations together was to share some of our administrative functions. This work is already moving forward and helps us to protect front line services by saving money on support functions. We aim to bring together health and social care services as a single integrated service. Working with the voluntary and community organisations to design and deliver local services is also important to us. We will be able to provide a far greater range of more flexible services to you, with a choice of care options.

TAKING A NEW DIRECTION TOGETHER

We recognise that change always brings with it with a level of uncertainty. This is why the tHB has established a set of key principles and commitments that underpin everything we do. Taking a new direction will mean that Powys tHB will be an organisation that:-

- promotes health and wellbeing;
- continuously improves safety, effectiveness and patient experience;
- captures the benefits of integration across the public sector;
- empowers its staff; and
- lives within its means.



We want to work with you to become an internationally recognised provider of excellent rural health services. Much of what we describe is not new. However we have much shorter timescales than previously anticipated, and we accept that you will need to consider what the

implications may be for you, your organisation, the people you represent or the services you deliver.

For all the reasons we describe in this document, it is important that we take action now to safeguard our services for the future. The status quo is no longer an option and we have already begun the process of change. Three local teams are already in place in North, Mid and South Powys to lead and deliver improvements in the quality of our services. We want our staff to be able to provide the most appropriate model of care in the best possible environments to do what they do best – delivering high quality, safe and effective care.

While we need to accelerate our plans, we remain committed as a health board to a process of continuous engagement with our staff and stakeholders as these improvements are worked through and implemented.

WHAT HAPPENS NEXT?

This 'New Directions' document is designed to be the start of a dialogue with you about our plans. We want to hear what you think of the plans, and there is no time limit on when you can respond to us. You can get involved by:

Contacting us by e-mail at:

Geninfo@wales.nhs.uk

- Writing to us at:

New Directions
Planning Department
Powys teaching Health Board
Mansion House
Bronllys
Powys
LD3 0LS

- Asking for someone to speak to a group. Please contact us on the details above.

- Attending one of the events we will be holding across Powys in forthcoming months. Contact us if you would like to know details of what is going on in your local area.

Every enquiry or comment will receive a response, and we will, in due course publish a summary of responses on our website.