National Clinical Plan for Wales

Alastair Roeves, Allan Wardhaugh, Sian Passey

7th November 2019
OECD Report

Parliamentary Review

A Healthier Wales

National Clinical Services Plan

WHSSC Plan
Health Board Plans
HEIW & SCW Plan

Primary Care Plan
Digital Plan

Plan Care Programme
Unscheduled Care Plan
Public Health Programme

Wellbeing of Future Generations Act

Public Health Programme

RPB Plans

Welsh Government

NHS Executive
Design Philosophy – Prudent Care

The 4 principles of prudent healthcare:

1. Public and professionals are EQUAL PARTNERS through CO-PRODUCTION.
2. CARE FOR those with the greatest health need FIRST.
3. Do only WHAT IS NEEDED and do NO HARM.
4. Reduce INAPPROPRIATE VARIATION through EVIDENCE-BASED approaches.

For further information visit www.prudenthealthcare.org.uk
Delivery Vehicle: Value-based Care
Remit

Develop a national clinical plan for specialist health services setting out our strategic approach to delivering safe and high quality health services which meet the needs of people across Wales

By end 2019
Definition of Specialist

A clinician who is only doing what only they can do
<table>
<thead>
<tr>
<th>Quadruple Aim</th>
<th>National Clinical Plan for Wales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Health &amp; Wellbeing Outcomes</td>
<td>National Pathways, Measures &amp; Standards</td>
</tr>
<tr>
<td>Quality</td>
<td>Systematic Quality Benchmarking, Improvement &amp; Assurance</td>
</tr>
<tr>
<td>Value</td>
<td>Online Single Care Record, Abolish Outpatients, Regional Alliances of Excellence</td>
</tr>
<tr>
<td>Workforce – Engaged &amp; Sustainable</td>
<td>Leadership, “Prudent in Practice”</td>
</tr>
</tbody>
</table>
Priority Areas

Data Analysis & Benchmarking

Compliance

Whole System Pathways

Standards and Outcomes

NHS Exec?

Welsh Integrated Networks?

The People of Wales

Data Analysis

Bench-marking

QI Hubs & Learning

Localise Pathway

Live Data Collection

Duty of Candour

QI Hubs & Learning
Patient experience

Interventions

Competencies

Who?

Where?

Patient Outcomes & Experiences * standards

Early Years
Population Health
Self-Care
Mental Health & Wellbeing
Early accurate diagnosis
Optimise intervention
Supportive treatment
End of Life Care

National
Regional
Local

Population Health
Early accurate diagnosis
Optimise intervention
Supportive treatment
End of Life Care

Patient experience

Interventions

Competencies

Who?

Where?

Patient Outcomes & Experiences * standards
Patient experience
Interventions
Competencies
National
Regional
Local
Patient
Early Years
Population Health
Self-Care
Mental Health & Wellbeing
Early accurate diagnosis
Optimise intervention
Supportive treatment
End of Life Care
Patient experience
Interventions
Competencies
Patient Outcomes & Experiences *
standards
Who?
Where?
What Matters to me?
Who?
Where?
What Matters to me?
Example: Wales Clinical Pathway for Heart Failure

**Patient Experience**

1. Enable me to live well and age well
2. Enable me to stay well and support myself
3. Assess and monitor me closely
4. Step-up my care and keep me at home
5. Give me good care, not in my home*
6. Step-down my care and get me home safely

**Intervention & Experience**

- Prevention
  - Population Health
  - MECC
  - CVS Risk Factors
  - Early Years
- Self Care
  - Monitoring of BP/Weight
  - Self-Management Plan
- Early Accurate Diagnosis
  - Symptom Recognition
  - Pro-BNP testing
  - Echocardiography
- Optimizing Intervention
  - Medicines Titration & Monitoring
- Supportive Treatment
  - Parenteral Diuretics
  - Devices
  - TAVI
- Mental Health & Wellbeing
  - Anticipatory Care Planning
- End of Life Care
  - Advanced Care Planning
Example - **Local** Clinical Pathway for Heart Failure

1. **Enable me to live well and age well**
   - **Intervention & Experience**
   - **Clusters**
     - Community Pharmacy
   - **Prevention**
     - Clusters
   - **Location**
     - Community Pharmacy
   - **Professionals**
     - HCSWs

2. **Enable me to stay well and support myself**
   - **Self Care**
     - Home BP/Weight measurement
     - Online Patient accessible Record
   - **Early Accurate Diagnosis**
     - GPs & District Nurses
     - Point of Care Testing in Surgeries
     - Cluster Echo Service
   - **Optimizing Intervention**
     - Cluster Pharmacist
     - GP with Extended Role
     - Frailty Assessment Unit
     - Ambulatory Care Service
   - **Supportive Treatment**
     - Cardiac Rehabilitation
     - Community Heart Failure Specialist Nurses
     - Ambulatory Care Service
   - **Mental Health & Wellbeing**
     - Patient & Carer Helpline
     - Psychological Support
   - **End of Life Care**
     - Keep me at Home plan recorded on Doctor/Doctor/PKB

3. **Assess and monitor me closely**
   - **Self Care**
   - **Early Accurate Diagnosis**
   - **Optimizing Intervention**
   - **Supportive Treatment**

4. **Step-up my care and keep me at home**
   - **Self Care**
   - **Early Accurate Diagnosis**
   - **Optimizing Intervention**
   - **Supportive Treatment**
   - **End of Life Care**

5. **Give me good care, not in my home**
   - **Self Care**
   - **Early Accurate Diagnosis**
   - **Optimizing Intervention**
   - **Supportive Treatment**
   - **Mental Health & Wellbeing**

6. **Step-down my care and get me home safely**
   - **Self Care**
   - **Early Accurate Diagnosis**
   - **Optimizing Intervention**
   - **Supportive Treatment**
   - **Mental Health & Wellbeing**
   - **End of Life Care**
### Patient Experience

<table>
<thead>
<tr>
<th>Step</th>
<th>Task Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Enable me to live well and age well</td>
</tr>
<tr>
<td>2</td>
<td>Enable me to stay well and support myself</td>
</tr>
<tr>
<td>3</td>
<td>Assess and monitor me closely</td>
</tr>
<tr>
<td>4</td>
<td>Step-up my care and keep me at home</td>
</tr>
<tr>
<td>5</td>
<td>Give me good care, not in my home*</td>
</tr>
<tr>
<td>6</td>
<td>Step-down my care and get me home safely</td>
</tr>
</tbody>
</table>

### Interventions

- **Prevention**
  - Population Health
  - MECC
  - CVS Risk Factors
  - Local Exercise
  - Early Years

- **Self Care**
  - Online Patient accessible Record
  - Health Literacy
  - Health Activation
  - Falls assessments

- **Early Accurate Diagnosis**
  - Population Stratification
  - Objective Tools

- **Optimizing Intervention**
  - Medicines Titration & Monitoring
  - Polypharmacy Reviews
  - Syndrome Recognition
  - Falls assessments

- **Supportive Treatment**
  - Audiology, Physio, OT, SALT, Diet, Podiatry
  - Aids & Equipment
  - Reablement
  - Rehabilitation

- **End of Life Care**
  - Anticipatory Care Planning
  - Social Prescribing
  - Place-Based care

- **Mental Health & Wellbeing**
  - Anticipatory Care Planning

- **Patient Experience**
  - Stay well
  - Keep Me at Home
  - Get Me Home Quickly
  - Care for all of me
  - Listen to me
Local Integrated Pathway for Frail Elderly

1. Enable me to live well and age well
   - Clusters
   - Local Authority
   - Social Enterprise
   - Walking Groups
   - Wellbeing Champion
   - Community Pharmacy

2. Enable me to stay well and support myself
   - Self-Management Plan
   - Online Accredited Information
   - Patient Participation Groups

3. Assess and monitor me closely
   - GPs & District Nurses
   - 3rd Sector Volunteers
   - Community Falls Clinic

4. Step-up my care and keep me at home
   - Cluster Pharmacist
   - GP with Extended Role
   - Frailty Assessment Unit
   - Ambulatory Care Service

5. Give me good care, not in my home
   - Supportive Treatment
   - Audiology, SALT, Diet, Podiatry
   - OT & Physio
   - Reablement Team (LA)
   - Rehabilitation Team (MDT)

6. Step-down my care and get me home safely
   - Mental Health & Wellbeing
   - 3rd Sector/Community Interest Company
   - Cluster Based Psychological Support Service
   - Veterans Support

Patient Experience & Intervention

End of Life Care

Keep me at Home plan recorded on Doctor-Doctor
Patient Knows Best

Macmillan CNS
District Nurse
Draft: Wales Integrated Pathway for Rehabilitation

Patient Experience
- Enable me to live well and age well
- Enable me to stay well and support myself
- Assess & monitor me closely
- Step-up my care & keep me at home
- Step-down my care & get me home safely

Intervention & Experience
- Enable me to live well and age well

Prevention
- Early Accurate Diagnosis

Competency & Standards
- Population Health
- MECC
- Lifestyle Risk Factors
- Local Exercise
- Prehab
- Early Years

Population Health
- MECC
- Lifestyle Risk Factors
- Local Exercise
- Prehab
- Early Years

Early Accurate Diagnosis
- Concerns Inventories / Screening
- Objective Tools & Outcome Measures
- Population Stratification

Optimizing Intervention
- Physical
- Psychological
- Nutrition
- Practical Information
- Spiritual
- Sexual
- Financial
- Clinical Research

Supportive Treatment
- Physio, OT, S&LT, DT, Psychology, Podiatry, Audiology, Radiography, Nursing, & Social Work

Mental Health & Wellbeing
- Anticipatory Care Planning
- Social Prescribing

End of Life Care
- Advanced Care Planning
- Self-management
- Care closer to home
**Draft: Local Clinical Pathway for Rehabilitation**

**Experience & Intervention**

- **Location, Outcomes & Experience Measures, Registered & Un-registered Health, Social Care, & Leisure Professionals, Private & Community Providers**
  - Primary Care
  - Secondary Care
  - Local Authorities
  - Social Enterprises
  - Community
- **Schools HEI’s Employers**

**Experience**

- **Enable me to live well and age well**
- **Enable me to stay well and support myself**
- **Assess & monitor me closely**
- **Step-up my care & keep me at home**
- **Give me good care, not in my home**
- **Step-down my care & get me home safely**

**Prevention**

- **Early Accurate Diagnosis**
  - Healthcare professionals
  - First contact in Primary Care
  - Integrated pathways
  - NHS Direct
  - 3rd Sector / Volunteers
  - Self-referral

**Optimizing Intervention**

- **Consultant AHPs**
  - Advanced / Extended AHP Roles
- **Multi-morbidity rehabilitation**
- **Specialist condition rehabilitation**

**Supportive Treatment**

- **OT, Physio, S&LT, DT, Psychology, Audiology, Podiatry, Radiography, Nursing, & Social Work**
- **Community Resource Teams**
- **Self-management programs**

**Mental Health & Wellbeing**

- **Psychological Support: Primary Care, Third Sector, Private Providers, Helplines**
- **Veterans Support**
- **Occupational Health**

**End of Life Care**

- **Keep me at Home plan**
- **Doctor-Doctor Patient Knows Best**
- **Specialist Palliative Care Teams**
- **District & Community Nursing**
<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Heart Failure</strong></td>
<td><strong>Stroke</strong></td>
<td><strong>Cataracts etc.</strong></td>
<td><strong>Knee Surgery</strong></td>
</tr>
<tr>
<td><strong>Colorectal</strong></td>
<td><strong>Lung Cancer</strong></td>
<td><strong>Diabetes</strong></td>
<td><strong>COPD</strong></td>
</tr>
<tr>
<td><strong>Stroke</strong></td>
<td><strong>Frail Elderly</strong></td>
<td><strong>Cancers</strong></td>
<td><strong>Aortic Stenosis</strong></td>
</tr>
<tr>
<td><strong>Rehabilitation</strong></td>
<td><strong>Musculoskeletal</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Outpatients is Dead!

• Long Live Patient Accessible Records!
• Ambulatory Assessment One-Stop-Shops!
• No Follow Up Appointments
  • Management Plans
  • Online Monitoring e.g. Rheum, Urology
  • See on Symptoms Booking e.g. Ortho PROMs
• Patient-led Support Groups for LTCs
• Group Consultations
• Skype consultations
Rationale for Reviewing Services

• **Scope**
  • Only to improve services
  • To achieve the *Quadruple Aim*
  • Fit overall vision

• **Conduct**
  • Evidence-based
  • Clinically-led
  • Transparent
Criteria for Assessing Sustainability

☒ Outcomes for patients below acceptable standards
✔ Clear clinical pathway for the patient population
✔ Alternative ‘out of hospital’ care model
✔ Alternative models of delivery are higher value
☒ Permanent workforce
☒ Training of health professionals
Clinical & Social Leadership

Leading the Culture Change

WE’VE ALWAYS DONE IT THAT WAY

WE’RE NOT FUNDED TO DO THAT

THE GOVERNMENT WILL BAIL US OUT