

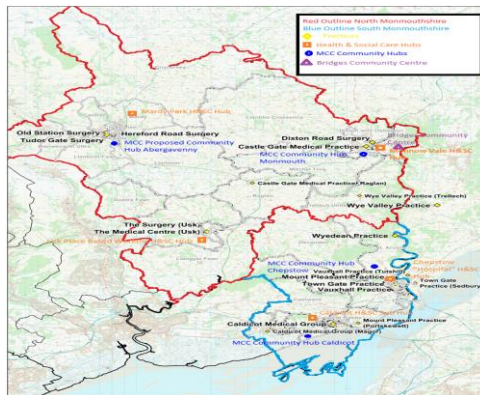
# Cluster Annual Plan 2022-2023

## Monmouthshire North

### Cluster Executive Summary:

We are a large rural Neighbourhood Care Network (NCN)/GP cluster area ten times the size of Newport City. Delivering health and social care has its obvious geographical challenges and with the 'Care Closer to Home' strategy in mind, we recognise the need to work more collaboratively with the Third sector. Our 2021-22 Annual Plan outlined specific priorities and challenges facing us as we came to terms with the demands and impact of a global pandemic. Population level vaccination programmes, Winter pressures and a range of service delivery challenges were key drivers toward increased partnership working. As a member of the Integrated Services Partnership Board (ISPB), we agreed the key priorities listed below, which continue to drive our work programme into 2022-23:

- Expansion of health, social care & 3<sup>rd</sup> Sector Integration
- Building a sustainable and integrated workforce for the future
- Continued support to Place Based Care linked to ACD
- Rapid/Urgent Care pilot scheme/6 Goals
- Ensure fit for purpose estate



These priorities will enable us with our on-going commitment to tackling the challenges of social isolation, and understanding the needs of a growing, ageing population. We continue to adapt to the challenge of the global

### Key Cluster Actions 2022/23:

- Collaborative working between North and South NCN clusters to explore Community Interest Company (CIC) option, linked to the Accelerated Cluster Development (ACD) programme
- Undertake review of Business Continuity Plans (BCPs) to include mass vaccination programmes
- To refresh the Integrated Services Partnership plan on a page
- Undertake data review to inform service planning e.g. domestic abuse, phlebotomy etc.
- To benchmark service delivery in other rural areas to understand barriers
- To work with hard-to-reach communities e.g., farming communities
- Review learning from proven schemes e.g., Torfaen CATCH (Care Home) scheme
- Strengthen Integrated Quality and Patient Safety (QPS) forum to include health and social care representatives
- Monitor impact on local services of new housing developments on both sides of border
- Continued dedicated support to Care Homes
- Undertake contract review to assess impact of Covid-19
- Community and Hospital Care of the Elderly workstreams aligned to Urgent Care Transformation programme
- Outpatient Transformation – to support priority workstreams across all sites
- Mental Health and Learning Disabilities Transformation – to support redesign of Memory Assessment Services
- Redesigning Hospital Services for Older People – to support transition at Monnow Vale Health & Social Care Facility where necessary
- Redesigning community Services for Older People – to support alignment with strategic priority of Regional Partnership Board
- To support the Health Board's Pathway Optimisation Programme with focus on Diabetes, COPD, Heart failure, Ophthalmology and MSK.

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<p>pandemic and working collaboratively will help us continue to build a strong network of support for our citizens.</p>	
<p><b>Key achievements/successes related to the 2021/22 Cluster Plan:</b></p> <ul style="list-style-type: none"> <li>• Implemented Covid 19 centres with 40,000+ people (North and South combined) vaccinated</li> <li>• Implemented Psychological Wellbeing Practitioners &amp; Wellbeing Link Advisors increasing collaboration with the Third Sector promoting non-medical choices and tackling social isolation</li> <li>• Increased collaborative working via a Care Home Consortium</li> <li>• NCN funding of a Practice Manager led Covid Forum</li> <li>• Monmouthshire North &amp; South clusters achieved highest combined uptake in Wales across all three cohorts (Source IVOR)</li> <li>• Red bag advanced care planning scheme implemented in Monmouthshire Care Homes</li> <li>• NCN funding of digital technologies/information support systems in GMS</li> <li>• GMS funding review to ensure value for money</li> <li>• NCN funding of Third Sector Digital Lending Library</li> <li>• NCN funding of 'hot and cold' equipment boxes in Care Homes</li> <li>• Vital Signs training delivered to Monmouthshire Care Home staff</li> <li>• NCN led school survey to identify low to moderate mental health needs amongst 11-18 year-olds supported by Young Carers, School Health Nurses, Substance Misuse Team and School Year Group wellbeing team</li> <li>• Restart and Recovery funding accessed to support service recovery</li> <li>• Continued support to the GP led Child Safeguarding forum</li> </ul>	<p><b>Finance and Workforce Profiles 2022/23:</b></p> <ul style="list-style-type: none"> <li>• The Monmouthshire Primary &amp; Community Care workforce is facing significant challenges derived from a number of causal factors, not least increasing workloads as a result of Covid-19, an increasing and ageing population, a growing dementia population and a continuing drive to shift the balance of care from acute to primary and community settings. We are now in a position where GP recruitment has become difficult. However, this has created an opportunity to consider alternative roles e.g., paramedics, physician associates etc.</li> <li>• We remain cognisant of the Primary Care Plan for Wales providing us with direction for developing the local workforce. Our domiciliary care workers are challenged by outsourced care, low pay rates and long travel times due to the geography of Monmouthshire.</li> <li>• In the next 5 years, we recognise the need to further develop our workforce to include alternative roles enabling a range of needs to be met. Options being considered include recruiting lower bands as opposed to Registered Nurse level posts. Also, therapy assistants and Advanced Nurse Practitioners across Care Home settings, alternative therapist or warden led pre-discharge units. The Integrated Health and Social Care teams working within a person's home will also form part of these discussions and are a key priority for the Integrated Partnership Board.</li> <li>• The NCN in the last 12 months has seen a shift in workforce pressures with the closure of one GP practice due to retirement, and continued expansion of another with an increased list size of approximately 35% in 5 years.</li> </ul>
<p><b>Key Difficulties / failures related to the 2021/22 Cluster Plan:</b></p> <p>The work of the NCN cluster was re-focussed to support the Health Board response to the global pandemic, reflected in the following examples:</p> <ul style="list-style-type: none"> <li>• Impact of mass vaccination programmes/Winter pressures</li> <li>• Review of the Torfaen CATCH scheme deferred</li> <li>• First Response Clinical Assessment plan (Welsh Ambulance Service NHS Trust) deferred</li> <li>• Secondary and primary care respiratory forum deferred</li> <li>• GP Practice Based Pharmacists redeployed to Mass Vaccination Centres</li> </ul>	<p><b>Potential challenges / issues in delivering the 2022/23 Cluster plan:</b></p> <ul style="list-style-type: none"> <li>• Workforce planning to ensure sustainable services across primary and community care</li> <li>• Impact of continued mass vaccination programme on GP capacity with redeployment of Practice based Pharmacists, progressing Accelerated Cluster Development and restarting services to pre-Covid levels</li> <li>• Tackling the challenges of an increasing older population and meeting the needs of people living in social isolation and deprived areas</li> <li>• Increased housing development plans &amp; population growth</li> </ul>

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- Business Case for expansion of Place Based Care model deferred
- Rural area benchmarking deferred
- Integrated Wellbeing Network mapping work deferred
- Domestic abuse data analysis and service mapping deferred
- Expansion of Care (Hospital) @ Home model deferred
- Urgent Care Hub development deferred
- NCN cluster lead thematic work-streams deferred

- Expansion of mental health and wellbeing services to meet the needs of people of all ages in Monmouthshire (with child and young person focus) limited due to budget constraints

## General challenges / issues:

- Public engagement to raise awareness of available non-medical options
- Anticipation of permanent changes to primary & secondary care service delivery in community settings
- Continued slow-pace of reintroducing face to face services
- Staff retention and recruitment concerns
- Primary Care capacity impacted due to secondary care waiting lists
- Optimising network support options as we emerge from the pandemic

**NCN Finance:** Annual time limited budgets are committed within focused timeframes, which is problematic. However, we will continue to test new schemes where budget allows – commissioned schemes for 2022-23:

<b>Monmouthshire North NCN Cluster Finance:</b>	<b>Approximate costs:</b>
3.3 WTE Practice Based Pharmacists	£213,000
2.4 WTE Psychological Wellbeing Practitioners (PWP)	£33,000
1.0 WTE Wellbeing Link Worker – bridging funding for 2 months	£20,000
Social Enterprise - CIC/Advanced Cluster Development	£10,000
GP digital support	£25,000
Community HCSW Phlebotomy (Top Sliced)	£9,000
Independent Contractors (Top Sliced)	£3,000
Dementia Road Map (Top Sliced)	£600
GP led Child Safeguarding Forum	£7,200
GP Practice Manager led Forum	£3,720
Continual Professional Development in GMS	£8,600
<b>2022-23 Forecast total:</b>	<b>£333,000</b>
<b>Total NCN cluster allocation:</b>	<b>£341,500</b>
Balance	£8,500