BETSI CADWALADR
University Health Board
Bevan Exemplar Projects 2015-2019

Bevan Exemplars: transformation from within
The Bevan Commission

The Bevan Commission, hosted and supported by Swansea University, is Wales’ leading health and care think tank. It brings together a group of international health and care experts to provide independent, authoritative advice to the Welsh Government and leaders in Wales, the UK and beyond. It ensures that Wales can draw on best healthcare practices from around the world while remaining true to the principles of the NHS as established by Aneurin Bevan.

The Commission translates thinking into action by supporting health and care professionals across Wales to test out their own expert ideas.

The Bevan Exemplar scheme was established in 2015. Bevan Exemplars are big thinkers from every part of the NHS with innovative and prudent ideas that they want to test out in their own communities, hospitals, GP surgeries and care homes.

The scheme is an excellent model of healthcare innovation and makes a positive difference to the lives of patients in Wales. The scheme provides a unique combination of protected time and space, peer-to-peer networking, credibility of Bevan support and expert mentoring from the Bevan Commissioners.

“This has changed my approach to my profession. I follow prudent principles meticulously and I take immense pride in being associated with the Bevan Commission. Think different, act different and be Bevan.

Balasundaram Ramesh, Consultant Orthopaedic Surgeon and Clinical Lead, Ysbyty Glan Clwyd, BCUHB

Calls for applications are made annually for further details visit:

http://www.bevancommission.org/en/

Bevan Exemplars: transformation from within
1. Implementation of an innovative palliative and end of life care education programme into nursing homes.

This project delivers a Palliative and End of Life Care education programme – The Six Step Programme - that improves care quality and outcomes for patients and families. The programme covered end of life care discussions, assessment care planning and review, coordination of care and care in the last days of life. The project has won numerous awards, including the social care Wales Gold award for palliative care work in Care homes. The team have delivered training to 79 care homes in total. Outcomes included:

- The project commenced in November 2015 and by 2018 79 care settings and 122 Champions had gone through the program.
- Improvements in knowledge, skills and confidence of staff taking part
- Increase in the number of residents with an advance care plan in place
- Evaluation of “preferred place of death” to “actual place of death” took place in 2018 with over a 90% success rate in the stipulated demographic.
- Increased number of residents with a key worker identified.
- A reduction in the number of unscheduled and out of hours admissions
- More bereavement support offered to other residents.
- The efforts of Theresa and the team have been recognised locally and internationally with numerous speaking, poster and publication opportunities as well as awards and commendations.
- Extensive engagement with GP Clusters and local councils.

Theresa and the team have been recognised, both locally and nationally. Below are some of the awards:
• 2015- Palliative care international Nurse of the Year by the International Journal of Palliative Care.
• 2015 Highly commended BCUHB Awards
• 2016 Highly commended BCUHB Awards
• 2017 - November - Winner of the Patients as Partners Awards, Bevan commission Prudent Health Award. Bursary for roll out of the project to South Wales.
• 2018 October - Gold award winner of the Social Care Wales awards for partnership between Health and Social Care

“There was a film made of our work after the Prudent Health Care Award, The film crew came to BCUHB and communications were involved. The film has never been shown by BCUHB but we use it for our training ...”

Presentations and articles
• 2015 Macmillan professionals Conference 2015 presentation
• 2015 Celebration of Nursing study day BCUHB presentation
• 2016 Macmillan voice magazine 2016
• 2016 Glasgow conference poster delivering choice 2016
• 2016 Gothenburg International forum on Quality and Safety, poster accepted
• 2016 Within her Bevan Exemplar role, Theresa was asked to write an article for a book produced to mark the Academy of Medical Royal Colleges anniversary.
• 2016 Bevan conference presentation Cardiff
• 2016 Presented at Gregynog palliative care conference Wales.
• 2016 Quality and Safety day BCUHB , poster won 2nd prize
• 2017 Quality and Safety Day BCUHB presentation round table
• 2017 Poster accepted at Gregynog
• 2019 HCSW conference Manchester, poster accepted.

Theresa Richards and Macmillan End of Life Care Nurse Facilitation Team, Betsi Cadwaladr University Health Board
Email – Theresa.richards@wales.nhs.uk

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2. Training physiotherapists to carry out ultrasound investigations so they can provide a one stop shop for patients, avoiding unnecessary delays to treatment and avoiding the need for additional clinic appointments

The project proposed empowering Extended Scope Physiotherapists to conduct ultrasound to diagnose and support care planning for patients without the need for a referral to the radiology department thus reducing waiting times from referral till treatment and reducing the number of visits patients needed to make. Patients would attend 1 rather than 3 appointments.

Outcome:
- 2 members of the team have now completed the training program and are now competent to carry out scanning in the clinic.
- Applications are underway to obtain funding for an additional ultrasound machine for the department to support the project in reaching its full potential.
- Work on development of the project is ongoing.

Siobhan Jones – Extended Scope Physiotherapist, Dr Jeremy Jones Consultant, Moyra Barnes- Extended Scope Physiotherapist.
Email Siobhan.jones@wales.nhs.uk Jeremy.g.jones@wales.nhs.uk Moyra.barnes@wales.nhs.uk

3. Advanced Practitioner Physiotherapists in Primary Care

This project simplifies the Musculoskeletal (MSK) referral pathway in GP surgeries by making advanced Practitioner Physiotherapists (APP) the first point of contact for MSK conditions in Primary Care, releasing GP capacity. Outcomes included:

- APPs saw a total of 6120 MSK primary care patients, 524 as a first point of contact
- New approach viewed as excellent by the majority of patients.
- 14 Advanced Physiotherapy Practitioners undertaking First Contact Practitioner (FCP) roles
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- Activity - 84190 patients seen
- Cost savings for first point of contact = £185861
- Currently in 67 GP practices across North Wales
- MSK referrals into secondary MSK services show a reduction
- For 10% of patients, the team use their prescribing skills
- 3% of patients are sent to radiology
- 5% use the team’s injection therapy skills

Presentations and articles

- **2016** The project was finalist in the Advancing Health Care Awards
- **2016/2017** It was presented at Physio UK and The Primary care conference

Cathy Wynne and Rob Caine, CMATS Lead Advanced Practitioner, Betsi Cadwaladr University Health Board

Email – [Cathy.wynne@wales.nhs.uk](mailto:Cathy.wynne@wales.nhs.uk) & [Robert.caine@wales.nhs.uk](mailto:Robert.caine@wales.nhs.uk)

4. Identifying and Reducing Avoidable Drug-associated Bleeds

This pharmacovigilance project was to find out more about just one fraction of medication-related harm; that of drug associated bleeds (DaBs). It was hoped to improve local/national data capture of DaBs in order to gain a truer picture of volume, impact and potential causes. This project sought to make a positive difference learning from those DaBs that did happen in order to reduce the likelihood of future DaB harm occurring.

Outcomes:

- Processes for collecting data across the Health Board – including Primary Care - were refined and collaborations with stakeholders developed.
- The project provided evidence of the need for further analysis of factors
contributing to drug associated bleed.

- Learning from the project helped inform Betsi Cadwaladr University Health Boards patient safety advice sheet regarding DOACs - newer anticoagulants.
- The project provided information about length of stay of patients with drug associated bleeds.
- The DaB project work was a fact-finding mission which revealed some avenues for potential prevention and others which require further exploration.

Janet Thomas, Patient Safety Pharmacist,
Email Janet.Thomas3@wales.nhs.uk

5. The Choice and Partnership approach (CAPA). A service model for Child and Adolescent Mental Health Service delivery, underpinned by evidence base which is collaborative with service users

The project introduced the CAPA framework as a means to examine, streamline and refine systems in the busy North Wales Child and Adult Mental Health Service (CAMHS). The efficacy of CAPA is evidence based and the system is currently used in 500 services across the UK but uptake had been limited in Wales. CAPA involves the service user in decision making with a clinician whose skills are matched to their need with the service user an active participant in their healthcare.

Outcome
- The CAPA framework has been used to deploy new funding from the Welsh Government.
- Waiting times have been reduced to 28 days for routine assessments.
- CAPA helps identify skill gaps in the team and support well informed recruitment.
- Ongoing use of and familiarity with the CAPA system will support further refining of the service.
- The possibility of rolling the system out to CAMHS East and West is being considered.

Dr Helen Fitzpatrick and Susan Wynne, Conwy CAMHS team.
Email – Helen.J.Fitzpatrick@wales.co.uk

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6. Enabling patients to receive appointment reminders in their preferred language

7 day and 48 hour reminders are being sent to patients throughout North Wales via text messages, interactive voice messages or agent telephone calls. The service received a Special Commendation for its innovative work around technology and Welsh language at the Welsh Language in Health, Social Services and Social Care Awards 2015.

The project aimed to improve patient experience by allowing patients to receive appointment reminders in their preferred language. The Welsh Language Standards state that Health Boards should be actively asking patients for their preferred language of communication and then using this information to inform future communication. Sending messages bilingually also doubles the cost of text reminders.

Outcomes:

- Collaborative working with industry partner Healthcare Communications has enabled the development of language choice intelligence for appointment reminders.
- The language choice option was fully employed in September 2019 alongside ongoing work around the recording of consent.
- 228147 patients have nominated a single language for communication to date.
- The work undertaken has provided a foundation for further improvements to the reminder service, including the future delivery of digital letters.

Presentations and articles.

- 2015 Welsh Patient Experience Event, Healthcare Communications - presentation

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• **2016** How Wales is Getting it Right with Prudent Health, Bevan Commission - poster presentation
• **2016** Bevan Innovators’ Showcase Conference, Bevan Commission - presentation
• **2016** Bevan Commission Academy Innovators, Bevan Commission - publication
• **2017** Compendium of Outpatient Improvement, 1000 Lives - online publication

Richard Westwood, Senior Information Analyst and Wendy Hughes, Informatics Lead for the Appointment Reminder Service.

Industry Partner: Healthcare Communications
Email [richard.westwood@wales.nhs.uk](mailto:richard.westwood@wales.nhs.uk) or [Wendy.Hughes10@wales.nhs.uk](mailto:Wendy.Hughes10@wales.nhs.uk)
1. A New Model with a New Hope: Key Teams

The introduction of an enhanced non-clinical Key Team co-ordinator within a Primary Care setting, focusing on a more consistent point of contact for patients and professionals and changing the way an administrator works.

Outcomes included:

- 30,000 primary care patients have been provided with appropriate advice, support and signposting without the need for a GP appointment over the last 3 years
- Improved patient and professional satisfaction with service.
- Improved “tailoring” of length of appointment
- Reduction in administrative burden on GP supporting faster access to treatment for patients.
Darryn Thomas, Head of Service, BCU Managed Practices, Central Area, Betsi Cadwaladr University Health Board.
Email – Darryn.thomas2@wales.nhs.uk

2. Good News 4 Home

The National Early Warning Score (NEWS score) is used to identify patients at risk of deterioration. This project uses NEWS scores to determine a patient’s stability and identify patients who are able to be discharged safely from hospital.
Outcomes included:

- The project has analysed data from 1,451 patients to generate a ‘patient stability index’ (PSI)
- The PSI was tested in simulation in a sample of patients
- The PSI has been presented in two focus groups
- Prospective implementation as part of a digital healthcare solution

Presentations and articles

- The findings of the project will be published in late 2019
- Dr Subbe has presented details of the project at local, national and international level.
- The project has provided a foundation for ongoing work into safe discharge.

Dr Christian Subbe, Consultant in Acute Medicine, Betsi Cadwaladr University Health Board.
Email – Christian.subbe@wales.nhs.uk

3. Know When Patients’ Results are ready with a Ping!

Nurses wishing to check their patient’s laboratory test results had to repeatedly log on to Welsh Clinical Portal (WCP) or telephone pathology departments to see if results were available. In this project a permanently connected interface lists patients on the ward and alerts
when results are ready for collection in real time expediting care and saving nursing time.
Outcomes included:

- Extensive testing of proposed interface CHAI™ with simulated Patient Administration System (PAS) and Welsh Clinical Portal (WCP)
- Benchmark testing
- Proposed roll out

Lynda Jones and Jane Brady, Betsi Cadwaladr University Health Board.
Email – Lynda.jones3@wales.nhs.uk, Jane.brady@wales.nhs.uk

4. Bridging the Gap: A Place Called Home

The project identified a need for a new multi-disciplinary model of support, monitoring and development within care homes across North Wales as a response to consistent increase in the number of nursing homes being put under formal escalating concerns, closing due to financial or experiencing quality and safeguarding issues.
Outcomes included:

- The project supported Prudent Healthcare by encouraging collaboration and co-production and ensuring equitable and consistent practice.
- Contribution to reduction in A & E attendance, hospital admissions,
- Enabled earlier discharge back to nursing home
- Education and support of care home staff improving competence and confidence.
- Cost savings in medication and consumables.

Marianne Walmsley, Head of Quality & Jane Roberts, Primary Strategy Lead Nurse, Betsi Cadwaladr University Health Board.
Email – Marianne.walmsley@wales.nhs.uk, Jane.roberts5@wales.nhs.uk

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5. Tackling Inequalities together: BCUHB leading from the Front

In North Wales, over 80,000 people live in areas that are amongst the most deprived in Wales. Well North Wales provides a collaborative framework for local communities and organisations to work together to improve health and wellbeing. Four interrelated thematic areas, Health and Wellbeing Centres, Homeless projects, Social Prescribing and Food poverty straddle the whole North Wales area.

The initial intention of the project was to introduce a small scale project in designated areas, but the appetite to develop robust multi-agency partnerships which has seen the Well North Wales initiative take off dramatically.

Outcomes include:

Innovative approaches to partnership working,
Drawing together themes around homelessness, employability, community resilience, as well as more traditional health and wellbeing centres such as

1. Developing a health and wellbeing centre on the site of the old social club at Shotton - supporting a broad regeneration, social enterprise and employability programme;
2. Adding to the health precinct at Eirias Park;

The programme is still at an early stage, but has set the strategic scene for tackling poverty and health inequalities:

- Focus on the most deprived communities of North Wales, aiming to improve the health of the poorest fastest;
- Community priorities established;
- Creating new ways of partnership working through co-production; and,
- Needs identification to feed into the strategic planning cycles.

Glynne Roberts, Program Director Well North Wales, Betsi Cadwaladr University Health Board. Email – Glynne.roberts@wales.mhs.uk
6. Finding ways of including substantial patient representation within the local decision making process of our innovative, health board-run primary care service.

This project was about finding ways of including substantial patient representation within the local decision making process of our innovative, health board-run primary care service.

It is so much more than a group of patients telling us whether they like ideas that we’ve come up with. The real reward for everyone is a council that can successfully share the ideas generation, the pain when making tough resource decisions and that can help our community explore the obligations that we all have as patients to make good lifestyle choices and use healthcare services prudently.

Successfully delivering change within complex systems, is much tougher than you think, even with the great support of organisations such as the Bevan Commission.

Chris Stockport, Executive Director Primary Care, Betsi Cadwaladr University Health Board. Email Chris.stockport@wales.nhs.uk
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It’s inspirational to be involved in this scheme, which is encouraging people with imaginative projects and a real desire to deliver good compassionate care.

Claire Morton

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1. Delivering vital eye care out-of-hours through telecommunications

This project aims to deliver better and fairer eye care for patients using teleophthalmology. Patients with an urgent eye problem out-of-hours may currently need to travel to an on-call ophthalmologist. This project centres on the easy acquisition of high quality retinal and slit lamp photographs which can be sent to the ophthalmologist allowing a diagnosis to be made remotely thereby reducing the need for patients to travel.

Outcomes included:

- Proposed reduction in Out of Hours patients travelling for diagnosis
- Up skilling of emergency staff

Ophthalmology team Abergele Eye Unit and Tony David(Spectra UK Limited).
Betsi Cadwaladr University Health Board
Email – Claire.morton@wales.nhs.uk

2. Improving capacity and patient access in primary care

This project increased capacity and improved patient satisfaction at a struggling GP surgery. The team triaged and signposted all phone calls, trained and upskilled their staff and changed the skill mix of the practice.

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Outcomes included:

- Patients are very happy with the service, being able to pre-book appointments
- There has been improved morale amongst practice staff
- Patients report satisfaction with having their concern dealt with by a clinician in a prompt manner
- Dr Williams will be presenting his work at a GP Education session organised by The Department of Health and Social Care on the Isle of Man.
- He has been invited to be guest speaker in the Management in Practice event in Olympia, London.
- Dr Williams plans to participate in The Lifescience Hub’s Spread and Scale Academy and the Bevan Commissions Adopt and Spread Program in Autumn 2019
- Dr Williams has had offers from The Royal College of General Practitioners to facilitate workshops in England and Wales.

**Did you know?**

Following the Bevan Exemplar scheme, on average the Ty Doctor practice has about **15%** spare capacity on a daily basis

**Arfon Williams and team Ty Doc, Nefyn. Betsi Cadwaladr University Health Board** Email – arfon.williams@wales.nhs.uk

3. **Total knee replacement through day admission surgery**

This Project harnessed technology enabled patients to feel less pain, less sickness and enabled them to move their knee immediately following surgery, allowing them to be discharged within a single day. The project used pain modifiers and Telemonitoring devices to monitor physiotherapy progress.
Outcomes included:

- Potential to reduce length of stay by 4 days
- Improving the patient experience – feedback has been positive

Mr Balasundaram Ramesh, Consultant Orthopaedic surgeon, Betsi Cadwaladr University Health Board. Email – Balasundaram.ramesh@wales.nhs.uk

4. Linking Mental, Physical and Social Health to care for ‘Nobody’s Patient’

Although the harmful effects of Psychological Trauma on physical health is well described by the Adverse Childhood Events (ACE) study, there are equally important but lesser known effects of ‘Trauma’, such as Medically Unexplained Physical Symptoms (MUPS). Currently, there is a considerable knowledge and service gap for Psychological Trauma and MUPS in all age groups that needs addressing; many people are falling between Mental and Physical Health Services as well as Social Services, with significant human and economic costs.

Q2W 2019/2020: Addressing the Knowledge Gap for Psychological Trauma and Medically Unexplained Physical Symptoms

- Continue to develop a ‘Virtual’, IT- based, Trauma and MUPS Informed Hub for patients, professionals and managers.
- Provide Trauma and MUPS informed training across sectors

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Help develop an All Wales Psychological Trauma Informed network.

Presentations and articles

- **2017–2018** Five UK national MUPS conferences, London and Manchester
- **2019** An all Powys Primary Care educational event, Llandrindod Wells.
- To be presented at a United Kingdom Post Traumatic Stress Society (UKPTS)/ European Society for Traumatic Stress Studies (ESTSS) conference, All Nations Centre, Cardiff, December 2019.

Tony Downes GP SI Psychological Trauma and MUPS, and Chair of the QTW Co-operative. Betsi Cadwaladr University Health Board.
Email – ajdownes@outlook.com

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**Betsi Cadwaladr University Health Board Bevan Exemplars 2018/2019**

**1. Improving Health Literacy in Schools**

This collaborative project between GP’s and medical students delivers a programme that improves the health literacy of primary aged school children. The medical students who were involved in the inception of this project were 3rd year Cardiff students placed in North Wales for the whole of their third year mainly in Primary care for their clinical teaching (CARER/LLAW project). All teaching material follows national guidance and designed to be fun and interactive. A pilot was undertaken in 2019 with excellent feedback from the schools.

- This project is currently underway and there is scope for other professions to become involved in the delivery of this ongoing programme.

**Ffion Williams & Ffion Jones, Betsi Cadwaladr University Health Board**
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*Bevan Exemplars: transformation from within*
Betsi Cadwaladr University Health Board is proud of the contributions made by our dedicated teams to improving the health of Wales

To apply to be a Bevan Exemplar You:
- will have a good idea that supports prudent innovation and improved health outcomes;
- are keen and able to work with the Bevan Commission to change and improve healthcare;
- are enthusiastic and passionate about your NHS.

For further details visit http://www.bevancommission.org/en