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Engaging with the people of North Powys

Inpatient Assessment Services in North Powys for Older People with Organic Mental Health Problems

Overview (Version 1.1, 13 June 2017)

We are seeking your views on the future model of services in North Powys for older people with organic mental health issues such as dementia.

This follows the decision in June 2016 to temporarily close the Fan Gorau inpatient assessment unit at the Montgomeryshire County Infirmary in Newtown. The unit closed on patient safety grounds due to significant challenges in maintaining safe staffing 24 hours a day, seven days a week.

At that time it was our goal to re-open Fan Gorau by December 2016 following renewed recruitment campaigns. However, repeated recruitment campaigns were not successful and the unit has remained closed.

During this time an alternative service model has been put in place through a Dementia Home Treatment Team. This has enabled even more people to receive specialist support, with more people cared for at home or closer to home. The Dementia Home Treatment Team has been able to care for the majority of people who otherwise would have been admitted to Fan Gorau. It has reduced the need for hospital admission and has helped families to stay together.

Earlier this year we sought the views of service users, families, local communities and partner organisations through a period of engagement in February and March. This helped us to understand more about people's experience of the service, and their hopes and concerns for the future. We heard from hundreds of people in North Powys and beyond.

- We heard very positive experiences of the Dementia Home Treatment Team.
- We heard that even more people were being supported to remain at home or close to home, avoiding a potentially distressing and disorientating admission to hospital.
- We heard about occasions when people who had needed inpatient care were admitted to Ystradgynlais because closer options (including Llandrindod Wells) were not available to PTHB at that time. These options are available now.
- We heard some anxieties about the inpatient assessment unit no longer being available in Montgomeryshire, and positive experiences of being supported to remain at home or closer to home.

- We heard that a Dementia Home Treatment Team can recruit from a much wider pool of staff including therapists, social workers and psychologists, so it would be more sustainable.
- We heard people's hopes and anxieties about the wider network of support for people living with dementia, and for their family and carers.
- We did not hear new ideas or options that would help us recruit safe nurse staffing for Fan Gorau.

In response to the feedback we received, we are proposing the following:

- The Dementia Home Treatment Team in North Powys should be permanently established, enabling us to provide more personalised care for more people at home or close to home.
- The availability of a Dementia Home Treatment Team significantly reduces the need for inpatient assessment services, as more assessment and support can take place at home or in local nursing & residential care. As a result, there is not sufficient demand or capacity to maintain a dedicated unit in North Powys. Patients needing inpatient assessment will be admitted to the most appropriate facility available to meet their needs and circumstances. This may include other PTHB facilities including Llandrindod Wells Hospital (which transferred back to the direct management of Powys Teaching Health Board from 1 June 2017), neighbouring providers (e.g. Redwoods in Shrewsbury) as well as local nursing & residential care.
- We should also continue to review partnerships with the nursing & residential care sector, including the right model for a "crisis bed" in future. Alongside this we should work with social care and other partners to strengthen our integrated approach to respite for family and carers of people with dementia.

We fully recognise that these recommendations will bring mixed feelings for people in North Powys. So, we have agreed with Powys Community Health Council that we should build on the engagement that has take place with a further four weeks of consultation from 12 June 2017 to 10 July 2017 to listen to your views and hear your feedback.

There are several ways you can find out more and share your views:

- Visit our website at <http://bit.ly/dementiapowys> (this is a "short-link" to a page on the Health Board's website)
- Write to the Engagement and Communication Team, Powys Teaching Health Board, Bronllys Hospital, Bronllys, Brecon, Powys LD3 0LU
- Email us at powys.engagement@wales.nhs.uk
- Attend one of the local focus groups or drop-in sessions listed on the website above.

You can also share your views directly with Powys Community Health Council, which is the independent statutory body to represent the interests of patients and the public in the NHS.

Thank you for taking the time to consider these issues and share your views.

1. Background

1.1 What is the Fan Gorau Unit?

Fan Gorau is an 8-bed inpatient assessment unit for adults with organic mental health needs at the Montgomeryshire County Infirmary in Newtown.

This means that it primarily caters for older people with dementia and other organic mental health conditions. It does not provide care for people with functional mental health issues such as depression or schizophrenia.

Whilst the unit has 8-beds it typically cares for between 3 and 6 people at a time.

It has a nursing establishment of 7.53 whole time equivalent (wte) registered mental health nurses (RMHN).

It is managed by Powys Teaching Health Board (PTHB) and provides a service for people across north Powys. Management of the unit transferred to Powys Teaching Health Board from Betsi Cadwaladr University Health Board (BCUHB) in December 2015.

1.2 Why did Fan Gorau close in June 2016?

Fan Gorau has been temporarily closed to admissions since 13 June 2016.

The temporary closure was due to significant patient safety concerns arising from sustainability of levels of qualified staffing. The unit had 2 RMHN vacancies within the team (26.6% of the workforce), compounded due to sickness absence and during times of annual leave and other planned leave.

Vacancies presented a challenge to the sustainability of the service prior to and post the transfer of the service from BCUHB to PTHB.

Safe staffing requires an RMHN to be on duty 24 hours a day. This level of vacancies and other staff absence meant it was not possible to cover all operational shifts with substantive or bank registered staff.

Prior to temporary closure, the unit had drawn extensively on agency RMHN staff to cover shifts (especially nights, in the absence of bank staff). Ongoing use of agency staffing as the only registered member of staff is not a safe staffing model.

Powys Teaching Health Board assessed the available options and following discussing with Powys Community Health Council the temporary closure was agreed in accordance with Regulation 27(5,7(d)) of the Community Health Council Regulations as an urgent service change decision to be taken immediately because of the risk to the safety or welfare of patients.

At the time of the temporary closure in June, there were three inpatients on Fan Gorau. In collaboration with clients and family they were transferred to Clywedog ward in Llandrindod and Tawe Ward in Ystradgynlais.

We acknowledge that this involved considerable travel for visiting, and that ongoing family and carer contact is an essential element of the care pathway. The health board received two formal complaints relating to the transfer of patients to alternative inpatient facilities.

A patient, public and stakeholder communication plan was implemented to announce a temporary closure of Fan Gorau from 13 June 2016 to December 2016. This period would allow further initiatives to secure sustainably safe staffing.

This included advertisements in local media (e.g. Wrexham Leader, Shropshire Star), social media campaigns, recruitment posters, NHS Jobs coverage and links with local Universities. Overall, these posts were advertised on 11 separate occasions but this did not attract suitable applicants to ensure safe staffing levels.

The renewed efforts were unsuccessful and the unit remains closed.

1.3 Interim Service Model: Dementia Home Treatment Team

Following the temporary closure of Fan Gorau, the staffing team were deployed into the community to deliver a Dementia Home Treatment Team (DHTT).

The service operates from 0730 to 2030 seven days a week. It provides intensive support to patients in their own homes, in residential & nursing care homes, and in community hospitals. This enables more people to remain at home or close to home, reducing the need for hospital admission. It supports people with dementia to be supported in a familiar environment, reducing the anxiety and distress that can be associated with transfer to an unfamiliar care environment.

The team also provides support to residential and nursing care homes in north Powys in order to support their residents with complex needs.

Referrals to the team are accepted from General Practice, Community Mental Health Teams, Residential & Nursing Care Homes, general wards in Powys' community hospitals and directly from patients & carers.

Outside the operating hours of the Dementia Home Treatment Team (i.e. 2030 to 0730, seven days a week), urgent assessments are made through the Emergency Duty Team and a Psychiatrist on call continues to provide cover in the out-of-hours period.

Based on the assessment provided by the Dementia Home Treatment Team (or Emergency Duty Team) the treatment and care pathway may include:

- Putting in place a package of care to enable the individual to remain in their current setting (e.g. home, residential or nursing care home, community hospital).
- Short term crisis care through a crisis bed commissioned at Crosfield House Nursing Home in Rhayader. We continue to review the location of the crisis bed – based on availability of MH Nursing Home beds and the skill mix of staff to care for Patients requiring crisis care.
- Where patients have required hospital-based assessment and treatment (or detention under the Mental Health Act), new admissions have been accommodated as close to home as possible, based on individual needs and timely availability of a

suitable bed. Options include Redwoods in Shrewsbury, Llandrindod Wells, Brecon and Ystradgynlais. At the time of the initial transfer, the nearest alternative unit directly managed by Powys Teaching Health Board was in Ystradgynlais. From 1 June 2017, the health board has taken over the direct management of the units in Llandrindod Wells and Brecon.

As at February 2017 over 150 patients had been supported, assessed or treated via the Dementia Home Treatment Team. Fewer than 5% of these have required hospital admission.

Where hospital admission is needed, including under the Mental Health Act, a range of options is considered depending on the needs and circumstances of the individual and their family/carers. Potential options include Redwoods in Shrewsbury, Llandrindod, Brecon and Ystradgynlais.

1.4 Feedback from Service Users and Carers

The Dementia Home Treatment Team model seeks to ensure ongoing engagement of services users and their family/carers in care planning and delivery.

On discharge from the Dementia Home Treatment Team, patients (or more their family or carers) are offered a Patient Satisfaction questionnaire.

On the whole, patient and carer feedback is positive of the care patients have received.

Several compliments have been received. Complaints have been received concerning patients admitted to Ystradgynlais, particularly in relation to the travelling distance for visiting.

*“May I also take this opportunity to apologise for making a fuss when ***** was moved so far away. At the time I was stressed and angry wondering how would I be able to visit and how would he cope with strangers, but once he had arrived and settled I was relieved that he was in an exceptional hospital. Thank you all and especially the staff.”*

During our period of engagement during January and February we took the opportunity to re-contact some of families or carers (where this is appropriate to their changing circumstances) to hear further feedback.

Whilst feedback about the Dementia Home Treatment Team has been generally very positive, we recognise that the period of temporary closure has represented a period of uncertainty for service users and their families and carers as well as for the wider public.

1.5 Feedback from Staff

The interim service model has been positively embraced by the staffing team providing the Dementia Home Treatment Team, enabling them to provide more holistic and person-centred care that supports people to remain home or close to home, reduces the distress and anxiety associated with inpatient admission, and maintaining the relationship with the

primary carer(s). However, we recognise that the continued temporary closure and redeployment also represents a period of uncertainty for the team.

1.6 Feedback from other Partners

A period of stakeholder engagement took place during December 2016 and January 2017 to seek views from partner organisations and staff. This included presentations to Powys County Council Montgomeryshire Area Committee, Powys Community Health Council, Powys Teaching Health Board, local GPs through the North Powys GP cluster, third sector organisations involved in dementia & mental health issues, and health board staff. This feedback suggested that we should proceed to a period of structured local engagement to hear views from local communities and partner organisations.

2. Local Engagement during February and March 2017

Given the feedback from service users and staff, and the continued uncertainty of the interim service model, it was agreed to undertake a 6-week Engagement Period commencing on 13 February 2017 and ending on 31 March 2017.

This aimed to seek views on options for the future service model given the continued challenges to recruit and retain safe levels of registered nurse staffing on the Fan Gorau Adult Mental Health Inpatient Assessment Unit at the Montgomery County Infirmary in Newtown.

During this period, the Dementia Home Treatment Team has continued to provide a local person-centred service.

A comprehensive engagement plan was designed and delivered, reflecting the NHS Wales Guidance for Engagement and Consultation on Changes to Health Services and the National Principles for Public Engagement in Wales.

The main objectives of the engagement period were:

- Raise awareness of the issues and challenges facing the sustainability of Fan Gorau in Newtown, and the interim Dementia Home Treatment Team model that has been put in place.
- Gather insights from patients, potential patients and their family/carers about their experiences of the service and their aspirations & concerns.
- Gather feedback from the public and wider stakeholders about their aspirations & concerns.
- Discuss the feedback from this process with the Powys Community Health Council in accordance with the NHS Wales Guidance on Engagement and Consultation, in order to agree a way forward.

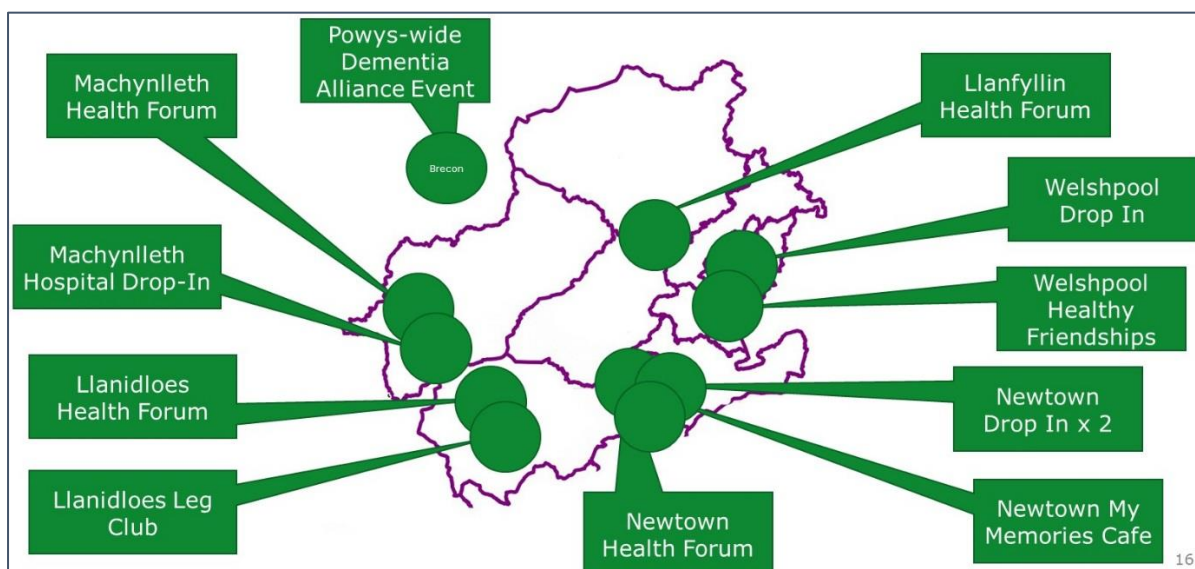
The main audiences included:

- Users of Fan Gorau and the Dementia Home Treatment Team and their family and carers

- People with dementia and their family and carers
- Wider communities in North Powys
- Mental health staff & volunteers in the NHS, social care, third sector and independent sector
- Powys Community Health Council
- Other key partners in the delivery of mental health and dementia services (e.g. neighbouring health boards and NHS Trusts)
- Wider stakeholders (e.g. Assembly Members, Regional Partnership Board members)

Key elements of the engagement plan were designed through engagement with third sector partners including Powys Association of Voluntary Organisations, Ponthafren Association and the Alzheimer’s Society.

Events took place across Montgomeryshire, and a presentation was also made to the Powys-wide Dementia Alliance network event which took place in Brecon.



Examples of Engagement Activity

Engagement activities included:

- Attendance at a programme of existing carers and patient groups across North Powys (My Memories, Healthy Friendships, Llanidloes Leg Club)
- Public and stakeholder drop-in sessions (Newtown, Welshpool, Machynlleth)
- Presentations to Health Forums across North Powys (Machynlleth, Llanfyllin, Newtown, Welshpool)
- Powys Dementia Network Event on 29 March
- Publication and distribution to local stakeholders of an Engagement Document explaining the background and seeking people’s views (e.g. Assembly Members, Local Authority, Third Sector, Regional Partnership Board, Public Service Board etc.)
- News article and information syndicated to local community and voluntary organisations with an interest in mental health and dementia

- Provision of materials in Cymraeg and English
- Dedicated web page at <http://bit.ly/fangorau>
- Sharing information via Twitter and Facebook
- News bulletin to health board and local authority staff

We would like to thank everyone who helped us to engage with local communities, and who took the time to share their views.

3. Feedback from Local Engagement during February and March 2017

3.1 Main themes from local engagement

The main themes from engagement were as follows:

- We heard widespread recognition and understanding for the decision to temporarily close Fan Gorau on safety grounds, but also anxiety and civic pride about a hospital inpatient service of this nature not being in place within Montgomeryshire – particularly in the event of a family crisis.
- We heard about different ways that Fan Gorau had been used that were *not* part of the intended clinical service model – for example, as respite – with anxieties about how this might be delivered in future.
- We heard strong aspirations from staff in the service for clarity about the future model – for personal job security, recruitment, and to enable them to put in place sustainable pathways and policies.
- We heard feedback about issues and problems at the time of the initial closure – particularly in relation to transfers to Tawe Ward in Ystradgynlais. We also heard about more recent experiences where care had been provided closer to home due to improvements in the care pathway, and also linked to the forthcoming repatriation of the management of adult mental health services in mid Powys from ABUHB to PTHB from 1 June 2017.
- We did not hear any new ideas and suggestions for recruiting and retaining mental health nurses, or for an alternative staffing model for a 24-hour inpatient service.
- We heard positive feedback about the Dementia Home Treatment Team both from within Montgomeryshire but also more widely across Powys, with a desire for us to continue to learn and evaluate the model and decide whether it could be rolled out to other parts of Powys.
- We heard that the DHTT team were proud of the service offer they had developed, to the extent that they have submitted their work for an NHS Wales Award.
- We heard that staff and service users wanted clarity soon, to help keep services safe and sustainable, and to enable recruitment to the team (recognising that a Dementia Home Treatment Team can recruit from a wider professional pool than an inpatient model of care).
- We heard strong ambitions for continued and improved joint working between health, care, the third sector, communities, and service users to provide a caring and resilient environment for people with dementia.

- We heard other valuable feedback relating to wider dementia and mental health experience in North Powys and beyond, which can help to shape our future plans.

An initial Equality Impact Assessment has been undertaken and is available from our website.

3.2 Responding to local engagement

The following options for the future of Fan Gorau and Older Adult Mental Health Services in North Powys have been identified from the engagement feedback:

Option 1	No change: Dementia Home Treatment Team continues on an interim basis, with continued efforts to recruit to Fan Gorau
Option 2	Maintain the closure of Fan Gorau Inpatient Assessment Unit with permanent establishment of Dementia Home Treatment Team for North Powys
Option 3	Reinstate Fan Gorau Inpatient Assessment Unit with immediate effect with closure of Dementia Home Treatment Team pending a wider review of mental health service model for Powys

The option of having *both* a Dementia Home Treatment Team and an inpatient assessment unit has been discounted as the overall level of demand for this type of service for the population of North Powys means this approach is not feasible. This would also require significant additional investment beyond current resource levels.

Based on the key themes raised during engagement, the following criteria for options assessment have been identified:

- Financial Appraisal (this will be undertaken alongside this formal consultation)
- Non-Financial Appraisal encompassing the criteria set out in the table below

Criterion	Examples of Assessment Factors
Safety	Availability of skilled workforce, delivering safe services
Quality	Meeting agreed health and care standards, improving outcomes and experience for service users
Acceptability	Fair and equitable access for all groups taking into account protected characteristics
Sustainability	Making effective use of resources, workforce is fit for purpose, infrastructure is available
Strategic Fit	Delivering integrated care based on the needs of the individual. Consistent with wider strategic approach
Governance	Scope for effective systems and processes to ensure safety and standards
Deliverability and Implementation	Utility and speed of delivery and implementation

3.3 Non-Financial Appraisal

Engagement feedback has been used to undertake non-financial appraisal of the options:

Option 1	No Change
Safety	The service remains safe, but lack of certainty can have adverse effect on staff morale, productivity, recruitment and retention.
Quality	The service is meeting standards on an interim basis but this would be significantly more embedded with certainty about the future.
Acceptability	The main issues relate to the inability to plan effectively for fairness and access to the uncertainty of a prolonged temporary change.
Sustainability	This is an interim approach only so by definition is not sustainable. Lack of future plan means that Fan Gorau remains empty/under-utilised and poor use of NHS estate. Recruitment pause currently in place pending decision about future model.
Strategic Fit	This is an interim approach only so by definition is not strategically coherent.
Governance	A continued interim position reduces the ability of the service to develop and maintain clear standards and policies.
Deliverability and Implementation	The service is in place, but this remains on an interim basis only.

Option 2	Permanent establishment of Dementia Home Treatment Team and closure of Fan Gorau
Safety	This option can be safely staffed.
Quality	This option can meet health and care standards – by embedding the service the team will be able to institute more stable pathways and policies.
Acceptability	There has been generally very positive experience of the DHTT service and it meets most needs for the significant majority of users but further work is needed in relation to the inpatient pathway.
Sustainability	This option is sustainable. A definitive decision would provide certainty for staff, enabling recruitment, training etc. A clear plan can be put in place for utilisation of estate. Dementia Home Treatment Teams are able to draw on a wider pool of professional staff beyond Registered Mental Health Nurses, enabling a more flexible and sustainable staffing model
Strategic Fit	A longer term strategy for mental health services for Powys has not yet been developed, but will be established as part of the new Health and Care Strategy. Can be implemented “without prejudice” of the longer term model.
Governance	Such an approach would be subject to further discussions with Powys Community Health Council in accordance with the NHS Wales Guidance for Engagement and Consultation on Changes to Health Services.
Deliverability and Implementation	The service is in place on an interim basis and can be maintained. It can be strengthened further as with certainty about the future service model it will be easier to recruit on a permanent basis. In addition, a DHTT model allows for a wider recruitment pool including nursing, psychology, therapies and social work.

Option 3	Permanent establishment of Fan Gorau and closure of Dementia Home Treatment Team
Safety	The service was temporarily closed due to inability to recruit and retain safe nurse staffing levels to maintain a 24 hour inpatient service. No new information or options have been identified during engagement that would support effective recruitment.
Quality	Without safe staffing it is not possible to maintain health and care standards in order to improve outcomes for service users.
Acceptability	Engagement has identified that some people would like to continue to have an inpatient service within North Powys.
Sustainability	No new options have been identified that would enable an inpatient service to be sustainably maintained.
Strategic Fit	Option 2 provides scope to provide a greater level of integrated care for more service users, within a familiar environment.
Governance	Effective systems and processes cannot be put in place without sustainable staffing.
Deliverability and Implementation	No new scope for delivering this option has been identified through engagement.

The findings from the Engagement Process suggest that:

- Option 2 (permanent establishment of the Dementia Home Treatment Team and closure of Fan Gorau) is the most feasible option.
- Option 1 (no change) remains feasible but is not preferred.
- Option 3 (permanent re-establishment of Fan Gorau and closure of the Dementia Home Treatment Team) is not feasible and would not offer the best experience and outcomes for service users.

A preliminary financial appraisal indicates that all three options *could* potentially be delivered within the available financial resources. However, the non-financial appraisal has identified that Option 3 is not feasible, and the temporary closure in June 2016 was prompted by safety concerns arising from the inappropriateness of reliance on agency staffing (which in addition to the safety concerns also incur a premium cost). Seeking to maintain a Dementia Home Treatment Team whilst re-opening Fan Gorau could not be achieved within available financial resources and would require disinvestment from other services to fund this.

As part of the Engagement Process we identified a number of issues and safeguards that should be addressed if Option 2 is recommended. These are:

- Do we have the right model for the crisis bed?
- Do we have the right model for out of hours support?
- Is the inpatient admission pathway adequate – in hours, out of hours?
- Do we have the right availability of respite?
- Do we have the right “step down” pathway for people in district general hospital?
- What is the model of learning and evaluation to review scope for roll-out to other parts of Powys, and for developing the future model and strategy?
- How will we continue to work together across public sector and the third sector to support carers and community resilience?

4. Conclusions and Next Steps

4.1 Conclusions

This engagement process has identified significant benefits from the Dementia Home Treatment Team model and no new options for re-establishment of the Fan Gorau Inpatient Assessment Unit.

Overall, there has been positive user and carer experience from the Dementia Home Treatment Team model, with more people receiving more care in their own home or close to home than was possible by deploying similar staffing in an inpatient model.

Staff are proud of the service (to the extent that they have submitted their work for consideration in the NHS Wales Awards 2017) and would like the opportunity to strengthen it by establishing DHTT on a permanent basis. This would also allow the opportunity to proceed with ongoing recruitment, which can draw on a wider skill-mix than the inpatient model. It would also address a continued period of uncertainty for the team and for service users, as this has now been an interim service model since June 2016.

We recognise that there will always be some concerns when an inpatient facility closes, even when the alternative community-based model offers a more positive and prudent experience for more people. The engagement process to date has helped us to build a greater understanding of the needs and expectations of our communities, to identify and assess options for the future, and to assess those options and make recommendations for the future. It is now proposed that we proceed to a four-week period of formal consultation on the recommendation to permanently establish the Dementia Home Treatment Team and close Fan Gorau.

We would like to thank Powys Community Health Council for their ongoing scrutiny and challenge to date.

4.2 Formal Consultation

A period of formal consultation is taking place from 12 June 2017 to 10 July 2017.

The main objectives of this consultation are:

- To build on the continuing engagement that has already taken place following the temporary closure of the Fan Gorau Unit in June 2016.
- To continue to raise awareness of the issues & challenges facing the sustainability of Fan Gorau in Newtown, and the positive experience of the interim Dementia Home Treatment Team model that has been put in place.
- To feed back on the insights gathered during the engagement that has taken place so far, including the period of structured engagement during February and March 2017.
- To propose that, based on the insights from local engagement, the Dementia Home Treatment Team in North Powys should be permanently established and the Fan Gorau Unit closed.
- To share information about the additional actions and assurances that would be put in place if this proposal is approved.
- To seek views on these actions and assurances, and on any new or different issues affecting this proposal that have not already been identified during engagement to date.
- To further strengthen the Equality Impact Assessment to supportive informed decision-making.

4.3 Share Your Views

This is the fourth phase of engagement and consultation on the future of the Fan Gorau unit and the local Dementia Home Treatment Team:

- Initial engagement at the time of the temporary closure (May to July 2016)
- Stakeholder engagement given that repeated recruitment attempts had been unsuccessful (December 2016 to January 2017)
- Local engagement to raise awareness of the issues and challenges and gather local feedback (February to March 2017)
- Consultation on a proposal to permanently establish the Dementia Home Treatment Team for North Powys and close the Fan Gorau Unit (June to July 2017).

We are particularly keen to hear views or opinions that may not already have been expressed, including on the seven key questions we have identified if the Dementia Home Treatment Team is established on a permanent basis and Fan Gorau is closed:

- Do we have the right model for the crisis bed?
- Do we have the right model for out of hours support?
- Is the inpatient admission pathway adequate – in hours, out of hours?
- Do we have the right availability of respite?
- Do we have the right “step down” pathway for people in district general hospital?
- What is the model of learning and evaluation to review scope for roll-out to other parts of Powys, and for developing the future model and strategy?
- How will we continue to work together across public sector and the third sector to support carers and community resilience?

In addition, we are keen to understand any equalities issues relating to this proposal that may not already have been identified.

There are several ways you can find out more and share your views by 10 July 2017:

- Visit our website at <http://bit.ly/dementiapowys>
- Write to the Engagement & Communication Team, Powys Teaching Health Board, Bronllys Hospital, Bronllys, Brecon, LD3 0LU
- Email us at powys.engagement@wales.nhs.uk
- Attend one of the focus groups or drop-in sessions listed on our website.

The comments and feedback we receive will be shared with Powys Community Health Council, the independent statutory body to represent the interest of patients and the public in the National Health Service. You can also contact Powys Community Health Council direct:

- Write to Powys CHC, First Floor, Neuadd Brycheiniog, Cambrian Way, Brecon, Powys LD3 7HR
- Email enquiries.powyschc@waleschc.org.uk

Thank you for taking the time to consider these issues and share your views.