

## Unscheduled Care

### Shared Ambition

Our ambition is to create **‘one unscheduled care system’** which clearly supports patients and communities to know where and when they can get the care they need in an emergency and which will enable patients to have access to **‘the right person, in the right place, at the right time’** every time. Both Health Boards’ regularly have significant operational pressures in relation to unscheduled care, and both our Clinical Services Plans/Strategies recognise that this needs to be resolved to ensure sustainability of our services in future – particularly for frail older people - to enable all other parts of the system to work to deliver best outcomes for people we need to work more closely together on both an operational and strategic level.

### Areas we are currently working on

### What we will do

#### Major Trauma (Implementation)

We will deliver the regional arrangements to support the South, Mid and West Wales Major Trauma Network.

#### Hyper Acute Stroke Services (Delivery)

Following a review of the evidence, detailed capacity and demand work, analysis of patient flows and options appraisal, a report on the implications of establishing a HASU for South West Wales is due to be completed in March 2020 and this will inform our next stage of planning and implementation.




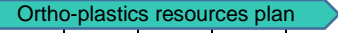

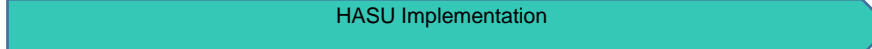
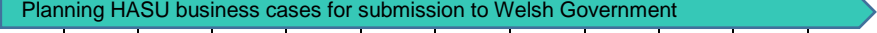
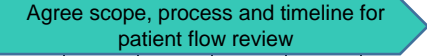

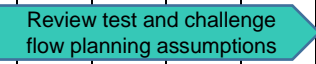

#### Acute flows (Scoping)

Understanding, agreeing and planning for changes to patient flow between our Health Boards in relation to implementing our strategic ambitions for general acute medicine, surgical services and unscheduled care.

We will work together to understand our pathways and flows for general acute medicine and unscheduled care for the short, medium and longer term through participation in the implementation of each other's clinical services plans/strategies .

We will jointly review and test the planning assumptions within our individual plans to understand the impact of these assumptions on a regional basis and to ensure our services are fit for purpose

### Milestones & Timelines

Project  Milestone  Task	2020/21												2021/22											
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4		
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Major Trauma	 Major Trauma Network Launch																							
	 Ortho-plastics resources plan																							
	 Operational Delivery Network Live																							
HASU													 HASU Implementation											
	 Planning HASU business cases for submission to Welsh Government																							
Acute and Surgical Flows	 Agree scope, process and timeline for patient flow review																							
		 Flow review		 Review test and challenge flow planning assumptions						 Regional flow planning action agreed														

## Planned Care

### Shared Ambition

We want a one system approach to planned care that efficiently utilises capacity and manages demand across the regional system to minimise waiting times. We share the ambition of ensuring that patients are seen at the 'right time, by the right person, in the right place' including maximising the use of hospital resources, and through 'home first' approaches such as virtual clinics, self-care information and telehealth which the patient can access at home or through community/cluster based services.

### Areas we are currently working on

What we will do	
<b>Neurology</b> (Implementation & Delivery)	We have developed and agreed a regional clinical model and costed implementation plan focussing on delivering services closer to home. We are working to implement the new model , through a phased implementation plan over the next two years
<b>Vascular</b> (Implementation & Delivery)	We have addressed fragility within the workforce by appointing to regional posts and have implemented a regional limb at risk pathway in June 2019. We are working together to develop a business case for a joint hybrid theatre at Morriston Hospital.
<b>Cardiology</b> (Scoping and Implementation)	We developed a case to expand tertiary pathways (ACS/Cardiac Ablation/TAVI) including catheter lab recruitments in the short, medium and long term. We are working together to implement this plan. We are working together to streamline the planned elements of the pathway and maximise efficiency and effectiveness, beginning with Bradycardia, pacing and access to CT and MRI imaging during 2020/2021

### Milestones & Timelines

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	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4						
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M				
Neurology	Develop and agree FND BC			Submit FND BC	Develop patient education and support programme																							
	Develop patient and PC website			Websites launched	Develop and agree Epilepsy BC			Submit Epilepsy BC	Develop and agree Rehab BC			Submit Rehab BC																
	Develop greater regional VT capacity																											
Vascular	Regional Limb at Risk Pathway agreed																											
	Appointment to joint posts completed			Joint regional Hybrid Theatre BC development								BC submission																
Cardiology	Repatriation of routine Bradycardia to HDUHB LTA agreed			Implementation of Repatriation of routine Bradycardia to HDUHB i												Repatriation of routine Bradycardia to HDUHB Complete												
			Final Phase of CT and MR Imaging Demand & Capacity Completed																									
	2nd Phase CT and MR Imaging Demand & Capacity Completed					Regional model for CT/MR agreed																						

## Planned Care









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### Areas we are currently working on

What we will do	
<b>Dermatology</b> (Implementation and Delivery)	The service is experiencing immediate pressures and we are working together to understand the regional capacity and demand and to agree a sustainable model for the future. Our regional work plan will be informed by the new model of care and detailed milestones will be identified.
<b>Orthopaedic Services</b> (Scoping)	We understand our aggregate demand and capacity requirements and, via our Annual Plans, aim to meet the NHS Outcome measures over the next 2 years. We will undertake a population needs assessment and agree a sustainable orthopaedic service model for the region.
<b>Ophthalmology</b> (Scoping)	We are working together address the immediate Out of Hours and paediatric operational pressures and we aim to develop a sustainable plan aligned with the National Eye Care programme.

### Milestones & Timelines

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	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Dermatology	Stabilise current services across the region																							
	 Completed regional work plan																							
Orthopaedic Services	Work towards NHS delivery measures 2021/22																							
																		 Population needs assessment completed				NHS outcome measure achieved 		
																						Orthopaedic regional model completed 		
Ophthalmology	Develop regional work 			Stabilise current services across the region																				
				Completed regional work plan																				

## Cancer

### Shared Ambition

In 2018, through the ARCH partnership, both Health Boards approved and published the Non-Surgical Cancer Strategy for South West Wales setting out our ambition to “provide the best possible cancer care for the people of South West Wales” and to develop the South West Wales Cancer Centre.

It is our regional strategic intention to develop a Mid and South West Regional Centre of Excellence for Cellular Pathology Laboratory and Regional Diagnostic Immunology Laboratory at Morriston Hospital. Proposals include an Advanced Therapy and Treatment Centre to support future cell and gene therapy and promote our unique opportunity to be at the forefront of research into therapies for patients with challenging conditions.

Swansea Bay UHB already delivers the full cancer pathway for the residents of both Health Boards, so we have a strong foundation upon which to build.

We aim to deliver effective and efficient care, where patients feel cared for, safe and confident; delivering excellent care in the most appropriate setting. We aim for the people of South West Wales to have cancer outcomes on par with equivalent populations in the UK and Europe and to receive the best evidence based treatments at all levels, delivered in a timely and appropriate manner.

### Areas we are currently working on

Our ambition is to provide the cancer care in line with the rest of Europe for the people of South West Wales and to improve patient survival outcomes, patient experience and quality of life for cancer patients

1. Prevent or detect cancer earlier
2. Improve the quality and availability of information
3. Deliver fast, effective cancer treatment
4. Meet people's needs through delivering person centred care
5. Provide high quality end of life care
6. Improve access and opportunities for patients to participate in cancer research.

### What we will do

Overall, patients have a good experience of cancer services in Wales but survival rates are poor compared to similarly developed countries. Evidence shows that early diagnosis leads to better individual and population outcomes for cancer patients.








- We need to provide more open and quicker access to diagnostic tests and treatment. Each Health Board will implement the Single Cancer Pathway, which places a significant focus on waiting times, and will have a profound effect on the drive to detect cancer at an earlier stage. As Swansea Bay UHB delivers some services on behalf of Hywel Dda UHB, the services will operate seamlessly across the two organisations to improve access and outcomes.
- Together, we will implement the commitments in the Non-Surgical Cancer Strategy. This will include development and delivery of the Programme Business Case (including capital plans) for the development of the South West Wales Cancer Service (including the Centre); providing cancer services such as chemotherapy ‘closer to home’ where possible.




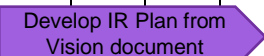








### Milestones & Timelines

<div><div>▲ Milestone</div><div>→ Task</div></div>	2020/21												2021/22																		
	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4									
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M							
Cancer	▲	Regional Cancer Board established			Develop an enhanced regional outreach model for Chemotherapy																										
	▲	Programme Business Case for SWW Cancer Centre Implemented			▲	Population needs assessment completed																									
	▲	Implement plans to deliver the Programme Business Case																													
	▲	Develop a PET-CT service with WHSSC																													
						Improve access to radiotherapy																									

Regional Clinical Services Plan – updated deliverables and milestones

V 1.0 14.01.20

Women and Children Services																										
<b>Shared Ambition</b> Both our individual plans share the ambition to deliver high quality women’s and children’s services in the community and closer to home.																										
Areas we are currently working on															What we will do											
<b>Women’s &amp; Children’s services patient flows</b> (Scoping)			We are working together to understand, agree and plan for changes to patient flow between our Health Boards in relation to implementing our strategic ambitions for women and children' services												We will ensure appropriate capacity of neonatal care at all levels across the region.  We will develop and implement the Single Point of Access for Paediatrics for the east of the region, in Swansea  Ensure medium term sustainability of acute paediatric services											
<b>Sexual Assault and Rape Centre (SARC)</b> (Implementation )			We will support and implement the SARC regional plan.																							
<b>Perinatal Mental Health Services (PMHS)</b> (Scoping)			We will further develop PMHS for women and babies across South West Wales in line with Welsh Government planning priorities;																							
Milestones & Timelines																										
 <b>Project</b> Milestone  Task		2020/21												2021/22												
		Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4			
		A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	
<b>Women’s and children’s patient flows</b>		Agree process and timeline for patient flow review 												Patient flow agreed												
		Review test and challenge flow planning assumptions																								
		Review test & challenge models and clinical pathways 												Regional flow planning action agreed												
<b>SARC</b>		Establishment of the SARC Delivery Network, & Commissioning Framework 												Implementation of Adult Hubs 											Implementation of two Paediatric Hubs 	
		Awaiting further detail																								
<b>PMHS</b>																										

Diagnostics																																			
<b>Shared Ambition</b> We will work together to maximise shared resources, where appropriate to do so, to address fragility within the service and deliver national priorities.																																			
Areas we are currently working on																	What we will do																		
<b>Interventional Radiology</b> (Scoping)	This project aims to deliver a regional Interventional Radiology service that provides sustainable, safe, effective and equitable care across the whole South West Wales region																We will work with the NHS National Collaborative to deliver Breast Radiology- further discussions with the Collaborative are required before firming this up; this is a placeholder until direction is finalised																		
<b>Endoscopy</b> (Scoping)	The aim is the development of a regional endoscopy programme that aligns national, regional and local workstreams.																																		
<b>Pathology</b>	We will work to submit an Outline Business Case to Welsh Government for regional pathology services in and																																		
Milestones & Timelines																																			
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	Q1			Q2			Q3			Q4			Q1			Q2			Q3			Q4													
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M											
<b>Interventional Radiology</b>		Regional IR vision document completed																																	
	 Develop IR Plan from Vision document																																		
	 Ongoing recruitment and development of staff programme																																		
<b>Endoscopy</b>	 Develop the regional endoscopy programme that aligns national, regional and local workstreams																																		
	 Develop programmes of work to support surveillance and bowel screening activities on a regional basis																																		
	 Hywel Dda to scope the capital business case to support endoscopy services through the development of fully accredited JAG facility for Prince Philip																																		
<b>Cellular Pathology</b> (Subject to SOC approval)			Project governance established														Outline design complete				Approval to proceed to FBC stage														
	 OBC Complete																