

<b>ABM University Health Board</b>	
<b>29<sup>th</sup> March 2018 Health Board Agenda item: 2vi.</b>	
<b>Subject</b>	<i>Proposals for a partnership between Abertawe Bro Morgannwg UHB and Cardiff and Vale UHB</i>
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<b>Approved by</b>	Siân Harrop-Griffiths, Director of Strategy
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### **1.0 Situation**

South Wales has two main tertiary and regional provider units which are primarily based at Morriston Hospital in Swansea provided by ABMU Health Board, and at UHW in Cardiff provided by Cardiff and Vale UHB.

These specialist services are commissioned for the South Wales population by the Welsh Health Specialised Services Committee (WHSSC) on behalf of all health boards. There is no overarching strategic plan for the development of tertiary services in South Wales, although WHSSC is developing its longer term commissioning intentions. These and other, more regional services, have traditionally developed on a service-by-service basis, often in response to the fragility of the service, the availability of a new service or procedure, or evolving clinical expertise and specialisation.

Both health boards providing these services in South Wales recognise that there is merit in developing a partnership approach to planning the delivery of regional and tertiary services, so that a longer term plan can be developed for services to ensure that they remain sustainable, provide the best outcomes for patients and provide the best value for money.

### **2.0 Background**

The two main regional and tertiary services units have developed services over the last decade in response to a number of factors including local clinical expertise driving services forward, WHSSC commissioning intentions and service sustainability issues.

However, it is also clear that due to a number of factors to include specialisation, workforce considerations and emerging standards of service, some of these services are fragile and at times become unviable. To date changes to these services have followed a Commissioning model, and at times it has felt that the two tertiary centres have been pitched into a competitive environment meaning that the outcome often describes a “win-lose.” This is not conducive to effective implementation or indeed to developing the requisite working relationship to enable two tertiary centres to work together to provide services to the South Wales population.

### **3.0 Assessment**

In order to be sustainable, the regional and tertiary services provided in South Wales must be able to meet nationally agreed service standards so that the best outcomes are achieved for patients (measured by comparison with national benchmarking data for similar centres in and across the UK and internationally). In recent years, a number of tertiary services have been reviewed and changes have been made to the way services are provided: neurosurgery services were provided from both centres in South Wales and these have been consolidated on the UHW site; ABM provides fertility services for South Wales, delivering the service from Neath Port Talbot and UHW (a “bicycle” model); thoracic services have been the subject of an engagement exercise which considered expert clinical views about how best the service should be delivered to improve patient outcomes and secure long term service sustainability (in particular for lung cancer). The outcome of this was the recommendation that thoracic surgery services should be provided from Morriston Hospital, and the two Health Boards are developing a joint implementation plan to support this.

Both health boards are currently reviewing their clinical services to include regional and tertiary services, and it is agreed that there is merit in forming a working partnership between the two organisations to review tertiary services together, to agree how services can be provided across the two centres in South Wales to ensure the best patient outcomes and the best value for money. It is important to state that there is mutual agreement between the two Chief Executives that any work carried out in this area should be done with the intention of maintaining the two Tertiary Centres, and at the same time strengthening the services that are offered. This partnership would be a provider forum. Such an approach should enable both organisations to reach a shared view about how services should develop over the next decade. This would then need to be considered as part of the formal commissioning processes, and any changes to the current pattern of service delivery would be the subject to agreed engagement and consultation processes.

To support the establishment of a regional and tertiary services provider partnership to undertake a joint, high-level review of such services across South Wales with a view to identifying a shared view about how services should develop over the future, and to identify the priority areas where a collaborative approach will address current service risks associated with services sustainability. It is suggested that the partnership meetings would be attended by the CEOs, Directors of Strategy/Planning, Chief Operating Officers and Medical Directors in the first instance. Other directors, service, clinical and operational leaders would be invited to attend the partnership meetings as and when needed, and six monthly joint executive team meetings might also be helpful to share progress of the partnership working. WHSSC could be invited to be an observer on the Partnership where appropriate.

Agreement would need to be granted by the Boards of both organisations.

Attached is a draft terms of reference of the partnership group.

### **4.0 Recommendations**

The Board is asked to:

- **Note** the report;
- **Approve** the establishment of the partnership and the terms of reference



## **Tertiary Services Provider Partnership – ABM and Cardiff and Vale UHBs Terms of Reference**

### **1. Purpose**

The Regional and Tertiary Services Provider Partnership between ABM and Cardiff and Vale UHBs has been established to provide a forum for the two organisations to develop a shared view about how best to deliver sustainable services across the two tertiary centres in South Wales in the future. This is not about replacing the commissioning process for services, rather, ensuring collaborative relationships between the two providers to deliver the best quality and outcomes of care possible to patients.

### **2. Scope**

In order to inform the work programme, a high-level review of the current provision of regional and tertiary services is required to identify those services which are most at risk due to service sustainability issues (either workforce, patient population critical mass to meet standards, or below peer outcomes). In parallel with this, the HBs should identify one or two critical services where urgent collaboration is required to deliver improvements to test the approach. The partnership would seek to develop shared plans to ensure the sustainability of services into the future. This may result in needing to change the way services are delivered. This could include the location of services, changes to the commissioning arrangements, and new forms of service delivery between organisations via networking arrangements. Any changes to services would be subject to commissioner agreement and appropriate engagement and consultation processes.

It is recognised that a high level plan for tertiary services that would emerge from the work of the partnership would need to inform and be informed by WHSSC's commissioning intentions, and the local clinical services plans of both ABM and Cardiff and Vale UHBs.

### **3. Membership**

The partnership will be made up of the CEOs, Strategy/Planning, Chief Operating Officers and Medical Directors of the two organisations in the first instance, with the Managing Director and Planning Director of WHSSC invited to attend the meetings as observers (where appropriate). Senior clinical and operational leaders from the tertiary services may also be invited to attend as appropriate.

Other directors would be invited to attend as needed.

### **4. Reporting arrangements**

The partnership would be working on behalf of both Boards and would report into the Boards via appropriate committees on a regular basis (Strategy and Delivery

Committee for Cardiff and Vale UHB and Strategy Planning and Commissioning Group for ABM UHB).

The outputs from the partnership will inform discussion with the WHSSC Joint Committee by the two CEOs to keep the WHSSC partners informed and involved when needed.