

		Agenda Item	2.1
Meeting Title	Joint Committee	Meeting Date	23/07/2019
Report Title	Adult Thoracic Surgery for South Wales – Consultant workforce		
Author (Job title)	Director of Planning		
Executive Lead (Job title)	Managing Director	Public / In Committee	Public

Purpose	<ul style="list-style-type: none"> To summarise for members the outstanding issues from the November 2018 Joint Committee meeting regarding the single site model for thoracic surgery based at Morriston Hospital, Swansea and the progress in addressing those issues. To make recommendations regarding the future thoracic surgery consultant workforce model and emergency thoracic surgery cover for the Major Trauma Centre (MTC). 			
RATIFY <input type="checkbox"/>	APPROVE <input type="checkbox"/>	SUPPORT <input checked="" type="checkbox"/>	ASSURE <input type="checkbox"/>	INFORM <input checked="" type="checkbox"/>

Sub Group /Committee	Corporate Directors Group Board	Meeting Date	08/07/2019
Recommendation(s)	<p>Members are asked to:</p> <ul style="list-style-type: none"> Note the work that has been undertaken by the medical directors of CVUHB and SBUHB as well as the WHSS Team to develop workforce proposals for the consultant thoracic surgical service; Support the appointment of an additional consultant thoracic surgeon, funded through the MTC work stream, to support implementation of the MTC from April 2020 initially on an interim basis, pending clarity of the level of need; Support the allocation of funding for an additional two consultant surgeons (in addition to the existing establishment of six) from the MTC business case when the new single centre at Morriston Hospital is opened – the funding release for which will be dependent on consideration by the Joint Committee of the real world experience of the MTC, updated activity figures, a clearer understanding of the strategic issues highlighted above and the formal 		



	<p>professional advice of the SCTC on emergency cover for major trauma centres;</p> <ul style="list-style-type: none"> • Note the information set out in the May Joint Committee paper which provided assurance around the caveats identified by the affected health boards and the requirement for a report on the lessons learned from the engagement and consultation exercises; and • Support the recommendations going forward to the six affected health boards and agree that they be asked to confirm their unconditional approval for a single adult Thoracic Surgery Centre based at Morriston Hospital, Swansea.
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Considerations within the report (tick as appropriate)

Strategic Objective(s)	YES	NO	Link to Integrated Commissioning Plan	YES	NO	Health and Care Standards	YES	NO
	✓			✓			✓	
Principles of Prudent Healthcare	YES	NO	Institute for HealthCare Improvement Triple Aim	YES	NO	Quality, Safety & Patient Experience	YES	NO
	✓			✓			✓	
Resources Implications	YES	NO	Risk and Assurance	YES	NO	Evidence Base	YES	NO
	✓			✓			✓	
Equality and Diversity	YES	NO	Population Health	YES	NO	Legal Implications	YES	NO
		✓		✓			✓	

1.0 SITUATION

At an extra-ordinary meeting held on 28 June 2019, the Joint Committee received a paper that addressed the brief agreed at the meeting held in May 2019. This was for the WHSSC Team to develop a commissioning proposal which would provide the Joint Committee with additional information and clarification, building on the work of the CVUHB and SBUHB medical directors, enabling members to make a decision regarding future consultant work force planning for thoracic surgery services when they are located at a single site at Morriston Hospital, Swansea.

However, after protracted discussion and careful consideration, members proposed two alternative motions that were voted on but neither motion achieved the required two-thirds majority to succeed. Members agreed that the Managing Director of WHSSC would seek advice from Welsh Government on next steps. This latest paper therefore takes into consideration the discussion at the previous meeting and advice from Welsh Government and seeks to present recommendations that reflect much of the common ground between the differing views of members and commences by reflecting on the matters presented at the May and June meetings.

Additionally it should be noted that a requirement was identified in the November 2018 meeting that the above issue, as well as assurance around the caveats identified by the affected health boards and the requirement for a report on the lessons learned from the engagement and consultation exercises (*Report attached as Appendix A for ease of reference*), should be formally considered by the Joint Committee to allow a recommendation to be made to the six affected health boards in order that they can confirm their unconditional approval for a single adult Thoracic Surgery Centre based at Morriston Hospital, Swansea. Details regarding these other issues can be found in the table attached as Appendix B for ease of reference, which was considered by the Joint Committee in May 2019.

2.0 BACKGROUND

At the May meeting the Joint Committee was presented with a workforce proposal for consultant thoracic surgeons developed by the medical directors of CVUHB and SBUHB (*Proposal attached as Appendix C for ease of reference*). The Joint Committee, however, requested that the WHSS Team undertake further work to provide additional information and clarification regarding the work force model for thoracic surgery for consideration at the June meeting to enable members to take a decision. This additional information (*which can be found in Appendices D, E and F*) was considered, however members could not achieve the necessary two-thirds majority to reach a decision; therefore the WHSSC Managing Director was asked to seek advice from Welsh Government.

3.0 ASSESSMENT

3.1 Advice from Welsh Government

Following the June meeting advice on the next steps was sought from Welsh Government representatives. They indicated that it was their expectation that the recommendation to the six affected health boards would go through normal WHSSC processes and therefore the matter would need be reconsidered at the next Joint Committee meeting. They confirmed that they expected Joint Committee members to ensure that in coming to a recommendation they balanced the risks and benefits to the wider population of south and mid Wales. They also stated that they recognised the challenge of implementing two major service changes in similar timescales and confirmed that they supported consideration of the appointment of additional consultant thoracic surgical staff for the new MTC through the MTC business case. This arrangement would need to be closely monitored by WHSSC and kept under review as part of the developments of both the major trauma network and the final thoracic surgery provision.

3.2 Key points of discussion at June 2019 meeting

There was consensus at the June Joint Committee meeting that the appointment of an additional (fourth) consultant surgeon, at the University Hospital of Wales, prior to the opening of the MTC in 2020 would be important in supporting the establishment the new major trauma service. This post has subsequently been included in the MTC business case submitted to the MTN Programme Board.

There was disagreement on the optimal number of consultant surgeons to support the new single centre based at Morriston Hospital, Swansea when it opens, which is anticipated to be in around two years' time. The recommendation from the CVUHB and SBUHB medical directors is that eight surgeons are needed; however work undertaken by the WHSS Team using current activity data, taking into account a 20% increase in activity, benchmarking and external advice, is that approximately, six surgeons are needed. This discrepancy appears to have arisen because of uncertainty regarding future strategic challenges and was reflected in differing views amongst committee members on the optimal number of surgeons to support the single centre.

3.3. Conclusion

Building on the consensus regarding the additional (fourth) post, to support the opening of the MTC, and the content of the letter from Dr Andrew Goodall, NHS Wales Chief Executive, funding for the post within the MTC business case should be approved for 12 months. This appointment would need to be subject to an ongoing evaluation and extended if necessary. Also during this time the two thoracic centres would develop plans to work together developing a single emergency rota. The cost of the locum appointment is estimated to be

£135,000 based on £125,000 salary (including associated on costs) and would be funded from the MTC work stream.

Because of the uncertainty regarding the future consultant workforce requirements for the single thoracic surgery unit at Moriston Hospital, it is proposed that additional funding for two posts is allocated with the MTC business case when it is considered in September 2019. This would be in addition to the existing establishment of six posts. However funding release is dependent on an ongoing review of the real world experience from the MTC, updated activity figures, a clearer understanding of the strategic issues highlighted above and the formal professional advice of the SCTC on emergency cover for major trauma centres. This will ensure that a fully informed recommendation can be brought back to the Joint Committee well in advance of the move to a single site and that the new centre opens with the right number of consultant thoracic surgeons to ensure a safe and sustainable service.

4.0 RECOMMENDATIONS

Members are asked to:

- **Note** the work that has been undertaken by the medical directors of CVUHB and SBUHB as well as the WHSS Team to develop workforce proposals for the consultant thoracic surgical service;
- **Support** the appointment of an additional consultant thoracic surgeon, funded through the MTC work stream, to support implementation of the MTC from April 2020 initially on an interim basis, pending clarity of the level of need;
- **Support** the allocation of funding for an additional two consultant surgeons (in addition to the existing establishment of six) from the MTC business case when the new single centre at Morriston Hospital is opened – the funding release for which will be dependent on consideration by the Joint Committee of the real world experience of the MTC, updated activity figures, a clearer understanding of the strategic issues highlighted above and the formal professional advice of the SCTC on emergency cover for major trauma centres.
- **Note** the information set out in the May Joint Committee paper which provided assurance around the caveats identified by the affected health boards and the requirement for a report on the lessons learned from the engagement and consultation exercises; and
- **Support** the recommendations going forward to the six affected health boards and agree that they be asked to confirm their unconditional approval for a single adult Thoracic Surgery Centre based at Morriston Hospital, Swansea.

5.0 APPENDICES / ANNEXES

Appendix A	Thoracic Surgery Post Public Consultation Lessons Learned Report
Appendix B	Arrangements for addressing the additional assurances requested by Health Boards
Appendix C	Consultant workforce arrangements suggested by the medical directors of SBUHB and CVUHB
Appendix D	Detailed workforce planning document
Appendix E	Comments received on draft workforce planning document and WHSSC responses
Appendix F	Notes from the discussion with external expert panel

Link to Healthcare Objectives		
Strategic Objective(s)	Development of the Plan Implementation of the Plan Governance and Assurance	
Link to Integrated Commissioning Plan	Re-configuration of existing service	
Health and Care Standards	Safe Care Effective Care Timely Care	
Principles of Prudent Healthcare	Public & professionals are equal partners through co-production Care for Those with the greatest health need first Reduce inappropriate variation	
Institute for HealthCare Improvement Triple Aim	Improving Patient Experience (including quality and Satisfaction) Improving Health of Populations Choose an item.	
Organisational Implications		
Quality, Safety & Patient Experience		
Resources Implications		
Risk and Assurance		
Evidence Base		
Equality and Diversity		
Population Health		
Legal Implications		
Report History:		
Presented at:	Date	Brief Summary of Outcome
Corporate Directors Group Board	08 July 2019	Reviewed and approved
Choose an item.		