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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	27 July 2023	Agenda Item	3.1
Report Title	Specialised Health Services - Specialised Services Provider Collaborative Board		
Report Author	Ian Langfield, Associate Programme Director		
Report Sponsor	Nerissa Vaughan, Interim Director of Strategy		
Presented by	Ian Langfield, Associate Programme Director		
Freedom of Information	Open		
Purpose of the Report	This paper sets out a proposal to support the strengthening of the existing partnership between Cardiff and Vale UHB and Swansea Bay UHB, through the development of specialised services provider collaborative board and collaborative service delivery models.		
Key Issues	<p>As providers of specialised services, SBUHB and CVUHB are competing to:</p> <ul style="list-style-type: none"> • meet the needs of our commissioned populations, and to provide services for populations in adjacent Health Boards; • deliver specialised services for a relatively small population; • improve our relative performance; • recruit and retain skilled staff from a limited pool; and • for finite resources from a limited Welsh Government Budget. <p>As new partnership approach is proposed with a specialised services provider collaborative board which has the following functions to:</p> <ul style="list-style-type: none"> • lead to strategic development of the partnership; • lead the development of the strategy for specialised services, research and training; • provide a single commissioning interface with WHSCC; • support the commissioning of services which are not commissioned centrally; • oversee specialised service planning; • oversee capital planning for specialised services • lead the development of a research strategy and plans for specialised services; 		

	<ul style="list-style-type: none"> • oversee the development of a specialised service teaching and training strategy and plans; • oversee specialised service and workforce transformation; and • oversee and assure plans to the respective organisational Board. <p>The Chairs of Swansea Bay UHB and Cardiff & Vale UHB have met and are supportive of the development of this arrangement.</p>			
Specific Action Required <i>(please choose one only)</i>	Information	Discussion	Assurance	Approval
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	Members are asked to: <ul style="list-style-type: none"> • Note the content of this report • Approve the development of a strengthened partnership approach for the future delivery of specialised services 			

SPECIALISED HEALTH SERVICES - DEVELOPING OUR ORGANISATIONAL SOLUTIONS

1. INTRODUCTION

This paper sets out a proposed programme to support the strengthening of the existing partnership, through the development of a new specialised services provider collaborative board to replace the Regional and Specialised Services Provider Planning Partnership (RSSPPP), which will support the development, delivery, and commissioning of specialised services for the population of Mid, South and West Wales.

2. BACKGROUND

Cardiff and Vale (CVUHB) and Swansea Bay University Health Boards (SBUHB) are the main providers of tertiary / specialised services for the Mid, South and West Wales region and beyond, with CVUHB providing 122 specialised services, and SBUHB providing 84 specialised services.

Specialised Services Partnership

The RSSPPP between SBUHB and CVUHB was established to provide a forum for the two organisations to develop a shared view about how best to deliver sustainable specialised services across the two tertiary centres in Mid, South and West Wales.

This mechanism has resulted in the following developments over the last three years:

- All Wales service specification for tertiary Oesophageal and Gastric Cancer services – Published on the Welsh Cancer Network website.
- All Wales service specification for Hepato-Pancreato-Biliary surgery services – Published on the Welsh Cancer Network website.
- All Wales service specification for Non-Specialised Paediatric Orthopaedic Services – Published as a Welsh Health Circular.
- All Wales service specification for Specialised Adult Endocrinology Services – Pending approval in principle by the CEG.
- South Wales Spinal Operational Delivery Network – Operating in shadow format, and scheduled to launch in September 2023.
- Transfer of commissioning responsibility for:
 - Hepato-Pancreato-Biliary Surgery
 - Specialised Paediatric Orthopaedic Surgery
 - Paediatric Spinal Surgery

Specialised Services

As providers of specialised services, both organisations are competing to:

- Meet the needs of our commissioned populations, and to provide services for populations in adjacent Health Boards.
- Deliver specialised services for a relatively small population.
- Improve our relative performance.
- Recruit and retain skilled staff from a limited pool.

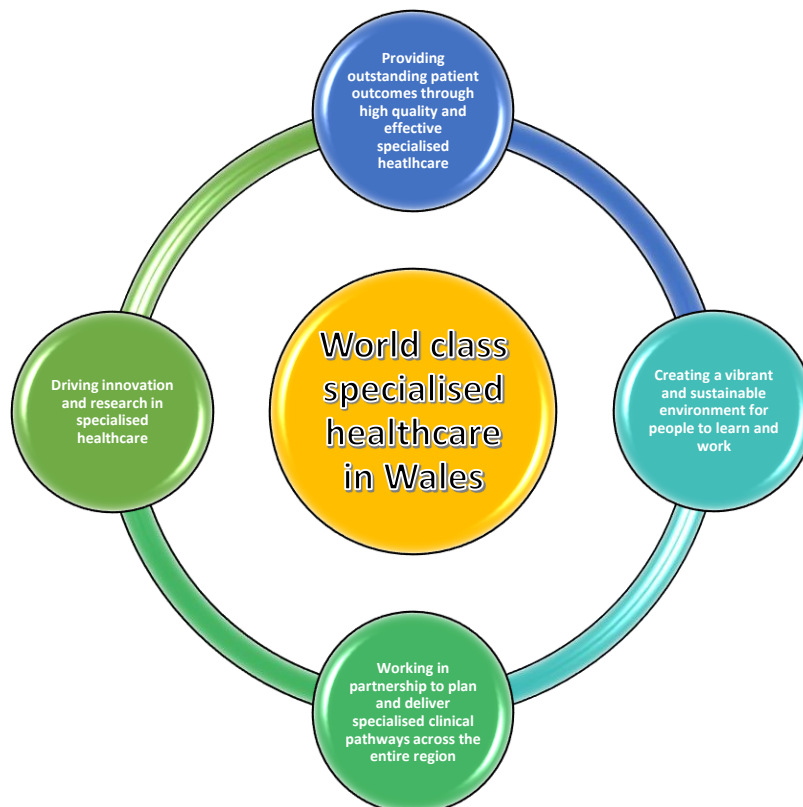
In addition, both organisations are competing for finite resources from a limited Welsh Government budget, and over the last few months it has become clear that the scale of this challenge has increased, as fiscal growth across the UK continues to deteriorate.

As providers with a strong track record in the delivery of specialised services, both organisations have ambitions to develop these services. However, this approach is no longer sustainable in the current financial climate, and the Executive Teams in both organisations have recognised that there is a need to strengthen the existing partnership and identify opportunities to deliver services through the development of collaborative delivery models.

Specialised Services Partnership Vision

In autumn 2021 a series of joint workshops were held with Cardiff and Vale UHB to develop a vision for the provider partnership.

Figure 1 – Specialised Services Partnership Vision



As illustrated in the figure above, the vision is for ‘World class specialised healthcare in Wales’ supported by four themes:

- Providing outstanding patient outcomes through high quality and effective specialised healthcare
- Creating a vibrant and sustainable environment for people to learn and work
- Working in partnership to plan and deliver specialised clinical pathways across the entire region
- Driving innovation and research in specialised healthcare

The RSSPPP have also agreed a series of partnership principles:

Service Users:

- Service users should have timely and equitable access to specialised services
- Service users should receive the same level of care wherever they access specialised services across the region.

Health Boards:

- Providers of specialised services should not be constrained by past thinking
- Providers of specialised service should work collaboratively with all stakeholders to develop patient centred, clinically described models, which can inform future commissioning decisions.

Specialised Services:

- Specialised services must be underpinned by a clear commissioning framework – including service specifications, commissioning policies, referral pathways, etc.
- Specialised service models must be both clinically and financially sustainable and resilient, using a value based healthcare approach to deliver high quality patient experiences, care and outcomes.
- Specialised service models must be underpinned by a sustainable workforce plan, which recognises skills and workforce availability, and provides appropriate training opportunities and access to research.
- Specialised services should deliver care as locally wherever possible, and services should only be centralised where necessary.
- Specialised services should work synergistically to ensure equity of access across South Wales- recognising where there are differences and similarities between services.
- Specialised services should aspire to achieve UK standards and specifications.

Since these initial workshops, further pressures have materialised which strengthen the case for developing a partnership approach e.g. WHSSC confirmed that it intends to disinvest £4million recurrently across the two cardiac surgery services in South Wales.

Two further joint workshops were held in autumn 2022 and spring 2023, to consider how the partnership approach could be strengthened.

Developing our Partnership

As part of the strengthened partnership approach, it is proposed that a new specialised services provider collaborative board is established to replace the RSSPPP. The board will have the following functions:

- To lead to strategic development of the partnership based upon the agreed partnership principles
- To lead the development of the strategy for specialised services, research and training to achieve the partnership vision

- To provide a single commissioning interface with WHSCC
- To support the commissioning of services which are not commissioned centrally
- To oversee specialised service planning
- To oversee capital planning for specialised services
- To lead the development of a research strategy and plans for specialised services
- To oversee the development of a specialised service teaching and training strategy and plans
- To oversee specialised service and workforce transformation
- To oversee and assure plans to the respective organisational Board

Under this model, Health Boards will approve strategy and plans, whilst the specialised services provider collaborative board will recommend strategy, develop plans, ensure delivery measures are in place and deliver objectives through the single management teams. The Board Chairs of Swansea Bay UHB and Cardiff & Vale UHB have met and agreed to the principles of this arrangement.

The Board will have the following membership:

- Chief Executives
- Clinical Executives, Strategy Directors, Chief Operating Officers, Finance Directors
- Programme Director and Clinical Leads*
- Other Executives by appointment e.g. to progress IMT
- Dean of Medical Schools Cardiff and Swansea

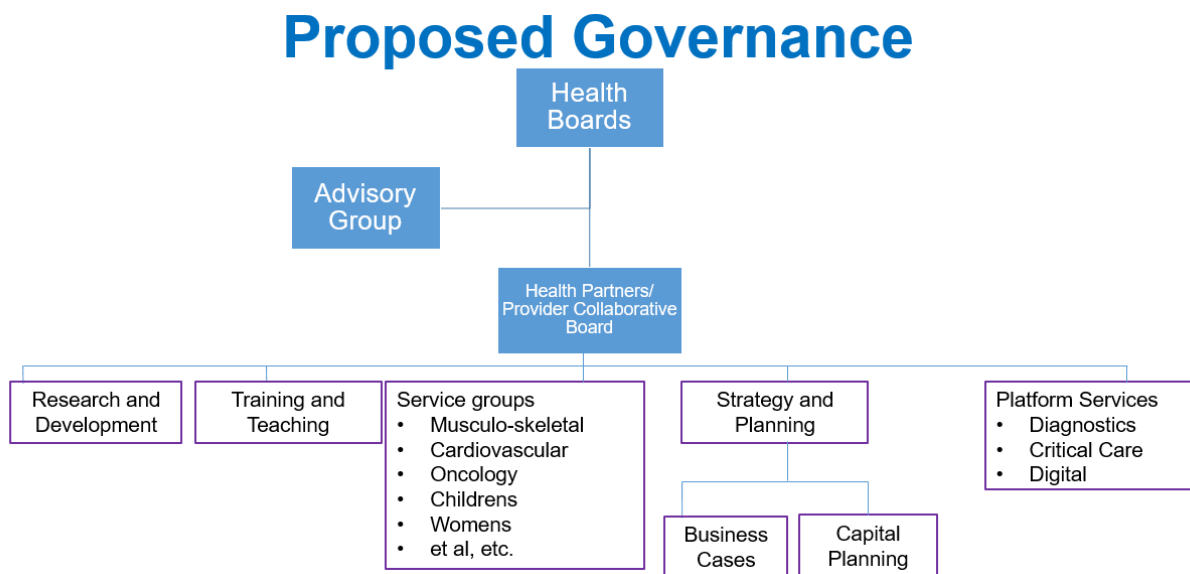
An advisory group will be established to support the Health Boards and the specialised services provider collaborative board, and will act as an engagement sounding board of listening focus to aid the provider collaborative.

The membership of the advisory group will include:

- Chief Executives
- Chairs
- Vice Chancellors Cardiff and Swansea University

The proposed governance is illustrated in the figure overleaf:

Figure 2 – Specialised Services Provider Collaborative Board - Proposed Governance



It is proposed that three distinct collaborative service delivery models will be developed for specialised services:

Alliance Delivery	Shared Delivery	Lead Provider
<ul style="list-style-type: none"> • Separate management teams in both organisations • Joint standard setting • Joint audits • Combined teaching, training plan • Service improvement plans/ benchmarking • Joint change programmes 	<ul style="list-style-type: none"> • A single management team which operates the service for the two providers • Accounts to both providers via the Provider Collaborative Board • Manages resources on behalf of each provider which are within each organisation • Workforce is contractually with each organization • Interface with commissioner is joint with management team and organisation 	<ul style="list-style-type: none"> • One organisation hosts the service that can be located on both or either of the sites • Single management team • Combined resources, capacity and workforce • Agreements on service leads across two sites (Ops Lead and Clinical Lead) • Key interface with commissioner

Services may move from the Alliance model through Shared Delivery to the Lead Provider model.

The following criteria are proposed to inform the selection of the most appropriate service delivery model for each service:

Alliance Delivery	Shared Delivery	Lead Provider
<ul style="list-style-type: none"> • Financially and clinically sustainable services with low risk scores. • Evidence of existing partnerships, joint appointments, joint MDTs 	<ul style="list-style-type: none"> • Services which may not be financially or clinically sustainable in the medium term with moderate / high risk scores 	<ul style="list-style-type: none"> • Services which are not financially or clinically sustainable in the short term with high risk scores

In determining candidates for the lead provider service model, it will also be necessary to take account of:

- Existing distribution of services
- Subspecialty practice
- Interfaces and interdependencies with platform services
- Estates
- Strategy (Health Board, NHS Wales, WHSSC, etc.)

Workshop Programme

In order to support the development of the collaborative service delivery models, it is proposed to hold a series of further workshops with clinical leads, to run through into winter 2023.

The workshops will cover the following:

- **Selecting our Candidate Services** – To identify and select candidate services, map existing collaborations, and assess existing relationships.
- **Prioritising our Candidate Services** - To prioritise list of candidate services to develop into one of the three collaborative delivery models.
- **Developing our Candidate Collaborative Models** – To agree the case for change for the prioritised candidate services, agree service vision, and to identify progress and success measures.
- **Enabling our Candidate Collaborative Models** – To identify the resource requirements, OD objectives and approach, and governance requirements.

Following the final workshop, a programme board will be established to oversee the development and implementation of the specialised services provider collaborative board and the collaborative service delivery models.

3. GOVERNANCE AND RISK ISSUES

Regular progress reports will be provided to the Board following each workshop, to ensure that members are fully informed of all governance implications associated with the strengthened partnership arrangement.

4. FINANCIAL IMPLICATIONS

One of the aims of the strengthened partnership arrangement is to improve the commissioning arrangements for specialised services, including services which have not been delegated by Health Boards for commissioning through the WHSSC arrangements.

A further report will be provided to the Board, outlining the financial implications associated with adopting the strengthened partnership arrangement once the proposed board model and service models have been agreed.

5. RECOMMENDATION

The Board is asked to:

- **Note** the content of this report
- **Approve** the development of a strengthened partnership approach for the future delivery of specialised services

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
There are no direct implications from this report, however the strengthened partnership arrangement will have a critical role in ensuring that the patients in Mid, South and West Wales have access to safe, effective, and clinically sustainable specialised services.		
Financial Implications		
There are no direct implications from this report, however the strengthened partnership arrangement will have a critical role in ensuring that all specialised services are financially sustainable. A further report will be provided to the Board, outlining the financial implications associated with adopting the strengthened partnership arrangement once the proposed board model and service models have been agreed.		
Legal Implications (including equality and diversity assessment)		
There are no direct implications from this report, however advice will be sought from Legal and Risk once there is clarity on the proposed board model for the partnership and the underpinning service delivery models.		
Staffing Implications		
There are no direct implications for staff from this report, however there will be future implications pending the agreement, selection and adoption of new service delivery models for specialised services.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		

Long Term (add in definition)	The strengthened partnership arrangement will improve the sustainability of specialised services across Mid, South and West Wales.
Integration	The strengthened partnership will promote an integrated approach to the delivery of specialised services across Mid, South and West Wales.
Collaboration	The strengthened partnership will promote and support a cross-organisational and clinical multi-professional collaborative approach to ensure the delivery of safe, effective and sustainable services.