



<b>AGENDA ITEM</b>
5.4

<b>PLANNING, PERFORMANCE &amp; FINANCE COMMITTEE</b>
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<b>SOUTH EAST WALES REGIONAL COLLABORATIVE</b>
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<b>Date of meeting</b>	23/08/2022
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<b>FOI Status</b>	Open/Public
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<b>If closed please indicate reason</b>	Not Applicable - Public Report
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<b>Prepared by</b>	Elizabeth Beadle, Assistant Director of Transformation
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<b>Presented by</b>	Linda Prosser, Director of Strategy and Transformation
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<b>Approving Executive Sponsor</b>	Executive Director of Strategy and Transformation
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<b>Report purpose</b>	FOR NOTING
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<b>Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)</b>		
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Committee/Group/Individuals	Date	Outcome
(Insert Name)	(DD/MM/YYYY)	Choose an item.

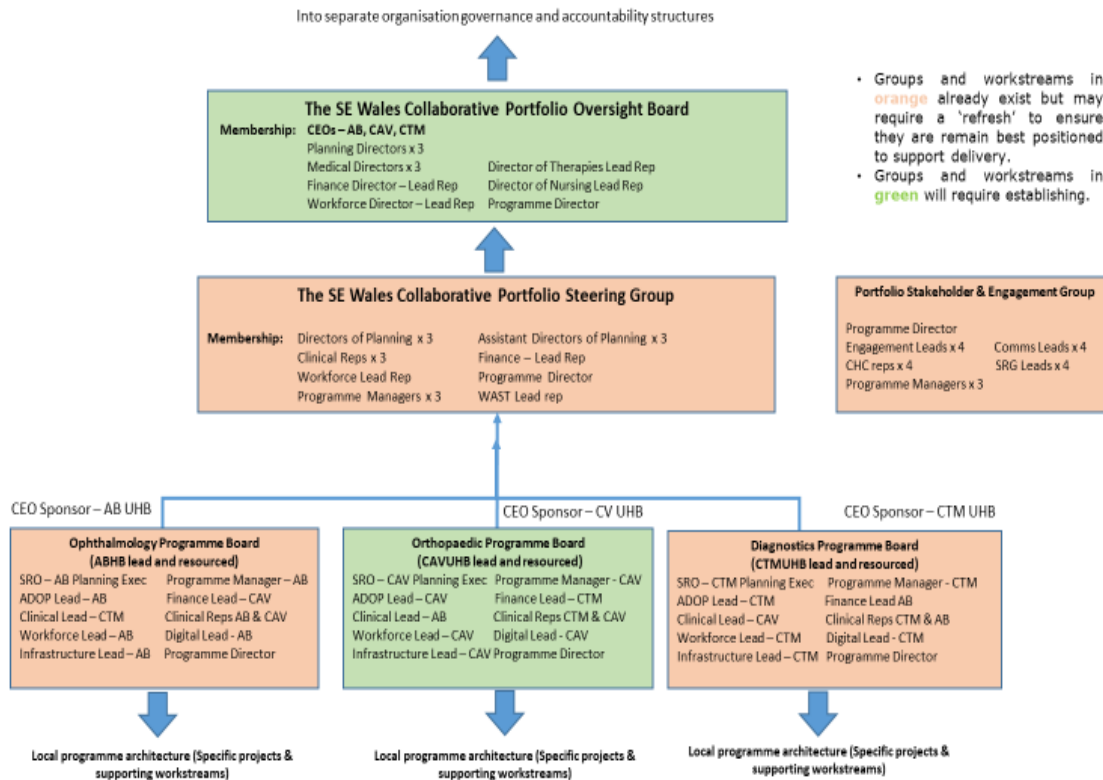
<b>ACRONYMS</b>	

## 1. SITUATION/BACKGROUND

1.1 Following a renewed commitment of the chief executives across Aneurin Bevan University Health Board (ABUHB), Cardiff & Vale University Health Board (CAVUHB), and Cwm Taf Morgannwg University Health Board (CTMUHB) and Aneurin Bevan (ABUHB) to work regionally where clinically appropriate, a portfolio of programmes across Orthopaedics, Ophthalmology and Diagnostics

has been agreed along with the creation of Regional Programme Director role to facilitate delivery.

- 1.2 The objective of the regional programme is to work collaboratively across South East Wales to bring together collective resources, talent and expertise in order to achieve the best outcomes for the populations we collectively serve by giving colleagues the mandate to co-create solutions and plans to meet the collective challenge. Initially, the focus is on the three identified specialities.
- 1.3 A number of guiding principles have been agreed by the three chief executives.
- Reduce unwarranted variation and inequality in health outcomes and access to services and experience.
  - Improve resilience.
  - Make effective use of capacity and capability in whichever organisation it sits.
  - Create critical mass for effective high-quality care
  - Accepting service delivery occurs when and where it makes sense to do so and accepting that may not reside in every organisation.
  - Take all opportunities to use the evidence base and best practice to improve quality, efficiency, productivity, and use of finite resources.
  - Enable clinical leaders, and others, to work together, lead together and learn together.
  - Approach all aspects of the collaboration with benign intent, honesty, transparency, and integrity in order to build trusting and effective relationships.
  - Agree approaches to engagement and communications together.
  - Avoid leaving anyone behind.
  - Establish an effective but not overly bureaucratic governance structure
  - Learn from past regional initiatives in an open, honest and humble way.
- 1.4 A proposed governance structure and approach has been developed to build on existing fora that are operating in the regional planning sphere across the three health boards.
- 1.5 The image below represents a schematic of the proposed initial structure to progress this work.



- 1.6 The full detail of the proposed programme governance and roles is included as appendix one to this report.
- 1.7 Additional financial support to develop a programme team has been sought from Welsh Government via formal correspondence to the Deputy Director for NHS Wales. This request included funding for three programme manager posts for orthopaedics, diagnostics and ophthalmology with a further request to support a programme post for pathology in recognition that this requires additional focus independent of the wider diagnostics programme.
- 1.8 Chief Executives have committed to this regional programme of work and the development of the associated programme infrastructure.
- 1.9 Pending formal approval and release of funding, Cardiff and Vale University Health Board has progressed recruitment for the Orthopaedic Programme Manager role at risk in order to provide traction to this work which is fundamental to the transformation and recovery of planned care. This post has been advertised and will close on 31<sup>st</sup> August 2022.
- 1.10 As lead for the Diagnostics and Pathology Programme, CTMUHB is responsible for the development of the programme team. The expectation will be for CTMUHB to recruit to two programme manager posts for diagnostics and pathology on behalf of the South East Wales

region. These will be Agenda for Change 8C posts on a fixed-term basis for two years

## 2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)

- 2.1 The purpose of this report is to update the committee on the progress with developing the South East Wales collaborative.
- 2.2 Pending formal confirmation and release of funding from Welsh Government, it is imperative that recruitment is undertaken to ensure pace of progress with the key regional planning tasks which impact on wider organisational planning including the development of the 2023-24 integrated medium term plan (IMTP). This proposal will be considered by the Executive Leadership Group.

## 3. KEY RISKS/MATTERS FOR ESCALATION TO BOARD/COMMITTEE

- 3.1 The development of the programme team is a key enabler for the programme's success.
- 3.2 The Health Board needs to take a view on proceeding to recruitment to these two regional programme posts at risk pending confirmation from Welsh Government of whether funding will be made available to support regional development.

## 4. IMPACT ASSESSMENT

<b>Quality/Safety/Patient Experience implications</b>	There are no specific quality and safety implications related to the activity outlined in this report.
	Regional planning and service development is intended to provide improvements to
<b>Related Health and Care standard(s)</b>	Staff and Resources



<b>Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.</b>	No (Include further detail below)  Not required at this stage. All service developments associated with regional work will have all appropriate impact assessments undertaken. These programme roles will provide leadership and drive this activity.
<b>Legal implications / impact</b>	There are no specific legal implications related to the activity outlined in this report.
<b>Resource (Capital/Revenue £/Workforce) implications / Impact</b>	Yes (Include further detail below)
	This proposal requires recruitment of two band 8C posts.  Top of band equivalent is £90,387 (108,464 with 20% on costs) at a total cost of £216,929 for two years.  Funding has been sought from Welsh Government, however this has not yet been confirmed and recruitment would be undertaken at risk.
<b>Link to Strategic Goals</b>	Sustaining Our Future

## 5. RECOMMENDATION

5.1 The Committee are asked to NOTE the report.

## **Appendix One – SE Wales Collaborative Programme Governance and Roles**

The roles of the Portfolio Oversight Board, Steering Group and supporting Programmes are outlined below:

### **SE Wales Collaborative Portfolio Oversight Board:**

#### **Scope:**

The Portfolio Oversight Board (POB) will provide strategic direction to and seek assurance for the delivery of the agreed programmes within the regional portfolio to enable these services to provide safe, sustainable and equitable care across the region by optimising the collaborative opportunity.

#### **Role:**

The POB will provide the strategic direction as well as regional and local leadership for the regional programmes and to agree the programmes that should be included within the Portfolio. The POB will also seek assurance for delivery of the programmes within the portfolio against the agreed objective and milestones. The POB will provide assurance to Welsh Government of the partner UHBs' commitment to the development and delivery of effective regional service redesign and delivery.

## **SE Wales Collaborative Portfolio Steering Group:**

### **Scope:**

The Portfolio Steering Group (PSG) will ensure effective planning and coordination of the programmes within the regional portfolio and ensure the Programme Director, Health Boards lead reps and the programme managers are enabled to progress, at pace, the agreed programmes and supporting projects.

### **Role:**

The PSG will ensure the programmes:

- Develop clear objectives and measurable outcomes/benefits for each programme
- Develop consistent and joint approaches to communication, engagement and planning – at programme and implementation level
- Share workforce, infrastructure and other appropriate resources and, in doing so, get the best possible outcomes for all patients within the regional partners' catchment populations.

Specifically, the PSG will:

- Ensure that the appropriate governance and resources are appropriately identified for each of the programmes and secured from the appropriate sources within partner UHBs and expert national resources e.g. NHS Finance & Delivery Unit, Welsh Modelling Collaborative and Digital Health Improvement Wales lead reps to ensure that effective data extraction, demand and capacity analysis and operational modelling methodology is lead and supported by these national expert teams across the programmes within the regional portfolio.
- Receive formal Programme Assurance Updates from each of the Programme Board leads to report to POB.
- Ensure the critical risks and interdependencies between the programme plans are clearly identified and either:
  - Explicitly managed within the relevant programmes' plans
  - Escalated to POB with a recommendation for action
- Ensure alignment in the planning and delivery of the Regional Portfolio with the partner UHBs' strategies and statutory corporate plans e.g. Strategic & Operational Programmes, IMTP/Annual Plans, Major and/or Discretionary Capital Business cases.

**Programme Boards:**

**Ophthalmology Programme -**

**Scope:** Regional Eye Service Model, Low Risk Cataract Centre

**Role:**

To develop the programme governance, programme plan and implementation plan to deliver agreed objectives and measurable outcomes agreed with the POB.

Specifically, the Programme will:

- Develop a clear programme plan with key milestones to meet the agreed objectives for the programme.
- Confirm the key products and timescales required within the programme plan e.g. stakeholder mapping, communications and engagement plan, development of service specification, options appraisal, business case(s), implementation plan
- Ensure that the appropriate governance and resources are deployed to enable the programme and supporting projects and/or workstreams (e.g. clinical modelling, digital, workforce, finance, estates) to operate effectively.
- Ensure that the critical activities to deliver the programme plan milestones are explicitly defined within project/workstream plans and allocated to appropriate leads with delivery timescale and outputs agreed (what/who/when).
- Ensure that risks and dependencies within the programme are clearly identified and reported with proposed mitigation or management plans or escalated to PSG if executive support is required.

**Orthopaedics Programme –**

Scope: TBC

Role: As Ophthalmology above.

**Diagnostics Programme –**

Scope: Projects include – Endoscopy, Pathology (Phase 1), Community Diagnostics Centres

Role: As Ophthalmology above