Clinical conference—2nd July 2014

Arrangements for the implementation of the South Wales Programme and future partnership working

Following the agreement on the outcome of the South Wales Programme by health boards and Community Health Councils, another clinical conference was held on 2nd July to outline the ways in which the recommendations of the South Wales Programme — which focused on changes to the provision of consultant led maternity and neonatal care, inpatient children’s services and emergency medicine — would be taken forward and the future arrangements for collaborative working across South Wales.

More than 120 participants in the conference heard from Allison Williams, Chief Executive Cwm Taf University Health Board, about the way in which the experience and legacy of the South Wales Programme would continue through enhanced collaborative working across health boards and Acute Care Alliances. Paul Hollard, Director, South Wales Health Collaborative, presented the outcomes of the Programme highlighting that clinical and stakeholder engagement had been an invaluable part of the approach taken during the Programme and this will continue to be critical as we progress to the next stages of working together.

Acute Care Alliances (ACAs)

Acute Care Alliances (ACAs) are being established to bring together organisations which will need to work collaboratively to make changes to the service areas described above. There will be three ACAs and their composition is shown in the maps below and overleaf. It is important to recognise the pivotal role of Powys Health Board in each of the ACAs (as demonstrated on the maps) as well as the relationships of Princess of Wales Hospital and Prince Charles Hospital in the alliance arrangements.

The South West Acute Care Alliance will primarily focus on the provision of acute hospital services from Neath Port Talbot Hospital, Singleton and Morriston hospitals in Swansea, Prince Philip Hospital, in Llanelli, Glangwili Hospital, in Carmarthen, Withybush Hospital, in Haverfordwest and Bronlais Hospital, in Aberystwyth.
The primary focus of the South Central Alliance will be on the acute hospital services provided by Prince Charles Hospital, in Merthyr Tydfil, Royal Glamorgan Hospital, in Llantrisant, University Hospital of Wales Cardiff and the University Hospital Llandough.

This alliance will include the Princess of Wales Hospital in Bridgend because of its geographic position to the alliance and its close working relationships with hospitals in Cwm Taf.

The South East Alliance is primarily focused on the pathway to the establishment of the Specialist and Critical Care Centre, which is expected to be completed in 2018-19 near Cwmbran as a new base for some services currently provided at Nevill Hall and Royal Gwent hospitals, in Abergavenny and Newport respectively. This alliance will work closely with the South Wales Central alliance particularly in respect of services provided to the heads of the valleys and South Powys.

Each ACA will need to consider services across their component health board boundaries, and we know that we will also need to work across the three ACAs to ensure that services are provided consistently in key areas, for example along the heads of the valleys and in Powys. A detailed governance structure is being developed to support the management of the ACAs and each will be supported by a newly formed Clinical Implementation Group (CIG) which will ensure that the clinical engagement and leadership seen so far through the process is continued. Hywel Dda Health Board will now join the South West ACA, and this will support the implementation of both the South Wales Programme recommendations and support the joint planning that is already underway between Hywel Dda and Abertawe Bro Morgannwg Health Boards.

Each health board has identified an executive lead responsible for the ACA links across the work programme:

- **Aneurin Bevan UHB**: Richard Bowen, Director of Planning
- **Abertawe Bro Morgannwg UHB**: Paul Stauber, Director of Princess of Wales Hospital (South Central ACA) and Alexandra Howells, Chief Operating Officer (South West ACA)
- **Cardiff and Vale UHB**: Charlotte Moar, Director of Finance
- **Cwm Taf UHB**: Ruth Treharne, Director of Planning and Performance
- **Hywel Dda UHB**: Kathryn Davies, Director of Planning and Service Integration/Therapies and Health Science
- **Powys thB**: Andrew Evans, Interim Director of Primary and Community Care
- **Welsh Ambulance Services NHS Trust**: Mike Coupe, Director of Strategy
**South Wales Health Collaborative Work Programme**

During the South Wales Programme health boards recognised that further work would need to take place on acute medicine and surgery and that other service areas would need to be considered across South Wales and South Powys in the future. The work on acute medicine and surgery is very much in train and the conference participants received an overview of the emerging service models from the work of the Clinical Reference Groups and the progress made to date. Further work will take place over the coming months with the final work being handed over to the ACAs later this year for consideration of the next steps in the process. There is a continued acknowledgement that health boards across South Wales and South Powys need to work together on other key issues, and some examples of work currently being undertaken on a South Wales Collaborative basis are:

- development of a business case to develop a major trauma network and centre for South Wales and South Powys
- supporting the development of the Emergency Medical Retrieval and Transfer Service (EMRTS) business case which was developed on behalf of health boards by Abertawe Bro Morganwg UHB
- the South Wales Pathology Collaborative – redesigning pathology services across NHS Wales
- improved provision of interventional and paediatric radiology services

The proposed new ways of working are quite different and based on the expectation that only issues that cannot be dealt with by individual health boards should move into the ACA arena and those issues that impact on a number of ACAs should be considered on a South Wales basis. The diagram sets out how we anticipate this will work and a paper describing the governance arrangements to enable this is being developed for consideration by health boards in September.

**Unscheduled Care Improvement Programme and the Ambulance Reform Programme**

The conference heard from Dr Grant Robinson, Unscheduled Care Clinical Lead for Wales; Andrew Cottom, Director, Ambulance Reform Programme, and Richard Lee, Head of Clinical Services, Welsh Ambulance Services Trust, about the work of these national programmes and the links they have to service change and development that is taking place across NHS Wales. Significant progress is being made in changing the way services are being delivered to patients and improving the outcome and experience of care. The delegates recognised how all these pieces of work will need to be knitted together to form a clear picture of the future service provision and how this will benefit patients and the public.

**Workshop sessions**

Following lunch, delegates moved into three workshops to consider and discuss in more detail the work being undertaken in developing new service models for acute medicine, emergency and elective surgery, and major trauma. The key issues arising from the discussions have been captured and will be fed back to participants to show how their contribution will help shape the modelling work prior to the ACAs receiving the work.

If you need more information on the implementation of the South Wales Programme, or the South Wales Health Collaborative, please contact your local health board lead or call the Collaborative Team on 01443 233379