

Regional Portfolio Oversight Board

Regional Ophthalmology Strategy

Document Title:	Regional Ophthalmology Strategy		
Date of Document:	28th November 2022		
Executive Sponsor:	Chris Dawson-Morris, Executive Director Planning (AB) and Chair of the Regional Ophthalmology Programme Board		
Purpose: Portfolio Delivery Board is asked to:	Approve change	✓	Comment:
	Approve funding		
	Provide a view		
Summary / Situation:			
<p>Chief Executives across CAVUHB, CTMUHB and ABUHB have recently renewed their commitment to joint working and regional service provision where clinically appropriate through the Regional Portfolio Board.</p> <p>This refreshed approach to the governance will coordinate these efforts and each Health Board is taking the lead for a specific priority;</p> <p>ABUHB: Ophthalmology CTMUHB: Diagnostics CAVUHB: Orthopaedics</p> <p>Whilst the concept of regional Ophthalmology provision is not new and has been considered since 2017, the significant service pressures incurred by the pandemic and the focus on planned care recovery have escalated both the scale and pace of thinking.</p> <p>Cardiff and Vale UHB, Aneurin Bevan UHB and Cwm Taf Morgannwg UHB have come together to form a Regional Ophthalmology Programme Board. The Board is chaired by the Director of Planning, ABHB with the HB also providing a Programme Manager to support the work. The programme board has both clinical and non-clinical representation from all organisations.</p>			
Background:			
<p>The programme board is currently progressing two main pieces of work which, although discrete at present, are intrinsically linked in the medium to long term.</p> <ol style="list-style-type: none"> 1. The progression of regional cataract capacity expansion to support all Health Boards manage immediate waiting list pressures and anticipated demand levels in the coming years. 2. The development of a South East Wales regional care strategy which describes the wider medium / long term provision for eye care. 			

The strategy has been developed from a Clinical Summit with both clinical and managerial representation from all Health Boards, and from dialogue with clinicians and other stakeholders from across the region. The strategy has been tested with a number of stakeholders over recent months.

Assessment

Regional Ophthalmology Strategy

A Regional Ophthalmology Strategy has been developed with clinical staff to set out the high level direction for the Regional Programme. The principles set out in the strategy are:



Learning and Improvement



Reducing Variation and Inequity



Designing Value Based best practice services



Delivering timely and high quality patient centred care

The growing case for change and that the status quo of current service provision is not sustainable from;

A patient perspective

- There are increasing numbers of patients requiring Eye Care, causing
- Increasingly longer waiting times often leading to
- Irrevocable loss of sight in the intervening time.

An Equity perspective

- Variations in services offered and waiting time across the region are becoming increasingly stark.

A workforce perspective

- There is a limited pool of expertly trained staff within NHS Wales
- It is becoming more challenging to recruit and retain staff into those key positions.

In light of the above sustainability issues many Ophthalmology services have been identified as being suitable for providing on a regional footprint

Specialty	On a regional level	At a local level	Community
Glaucoma	Surgical / complex Glaucoma	Medical Glaucoma	Stable treated Glaucoma, Ocular Hypotension
Uveitis	Complex Uveitis	Anterior Uveitis	Simple recurrent Uveitis
Emergency Eye Care:	Eye Casualty	Follow up clinics	Follow ups, Minor Ailments
Out of hours Care	Out of hours Care		
Cornea	Cross linking	Routine Cornea	Keratoconus Monitoring
Oculoplastic	Orbit, Complex	Lids, Minor ops	
Medical Retina	Retinal Dystrophies, Genetics, complex Medical Retina	Stable monitoring, injection services, stable diabetic eye disease	Diabetic screening and monitoring
Paediatrics and Orthoptics	Complex Paediatrics	Routine Paediatrics,, Adult Orthoptics, Paediatric Orthoptics	Screening
Neuro Ophthalmology	Neuro Ophthalmology		
Vitreo retinal	Emergency and routine procedures		
Cataracts	Cataracts Expansion	Cataracts	Follow ups

The Strategy has a number of delivery themes that outline the future direction for the service on a regional footprint

1. **Regional Model:** This includes bringing together the regional ophthalmic services under the umbrella of a Regional Centre of Excellence network model. This will provide regional cataracts expansion and more importantly a network model bringing experts together to provide the best care for patients and a sector leading teaching and education provision.
2. **Sustainable Services:** There are many services that cannot be sustained on a health-board only level and need to be brought together on a regional footprint. These include Vitreo-Retinal (VR) services, Corneal Cross linking and out of hours and emergency cover as requiring the most urgent attention.
3. **Workforce:** There is a significant skills shortage across the Ophthalmic disciplines and the strategy will also work to address the training and development of key staff to deliver a regional sustainable workforce with strong succession planning, teaching, training and development.
4. **Research, Innovation and Development:** Key to attracting workforce and achieving the other aspects of the strategy is a Regional Clinical Research Facility allowing delivery of high quality clinical research trials which will increase income and quality of care for patients whilst building links with industry partners with strong consultant support.

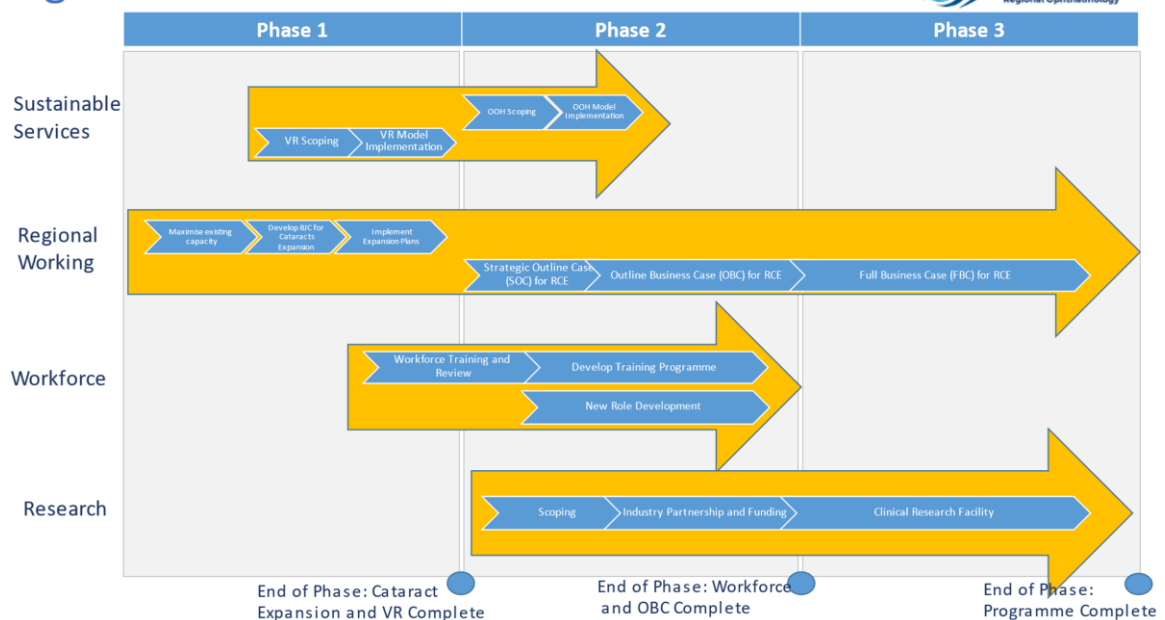
Regionalising Services to ensure their sustainability and offer the best services to patients aligns with *A Healthier Wales*, *The National Clinical Framework* and Royal

College of Ophthalmologists Clinical Guidance and best practice. The long term goal is a South East Wales regional centre of eye care excellence which can coordinate and provide the services identified above at a tertiary level. This will enable the region to care for all complex eye care procedures and for specialist clinicians to share and enhance their skills.

Programme Plans and Phased approach

The diagram below represents the timeframes for the implementation of the strategy through a programme approach. Regional working starts first with the cataracts solution, closely followed by Vitreo Retinal hub and out of hours arrangements. The plans for the Regional Centre of Excellence will be developed through the 3 stage business case process alongside workforce developments and a research and innovation facility.

Programme Plan



Engagement

The draft strategy has been circulated widely amongst stakeholders and the following groups have been engaged:

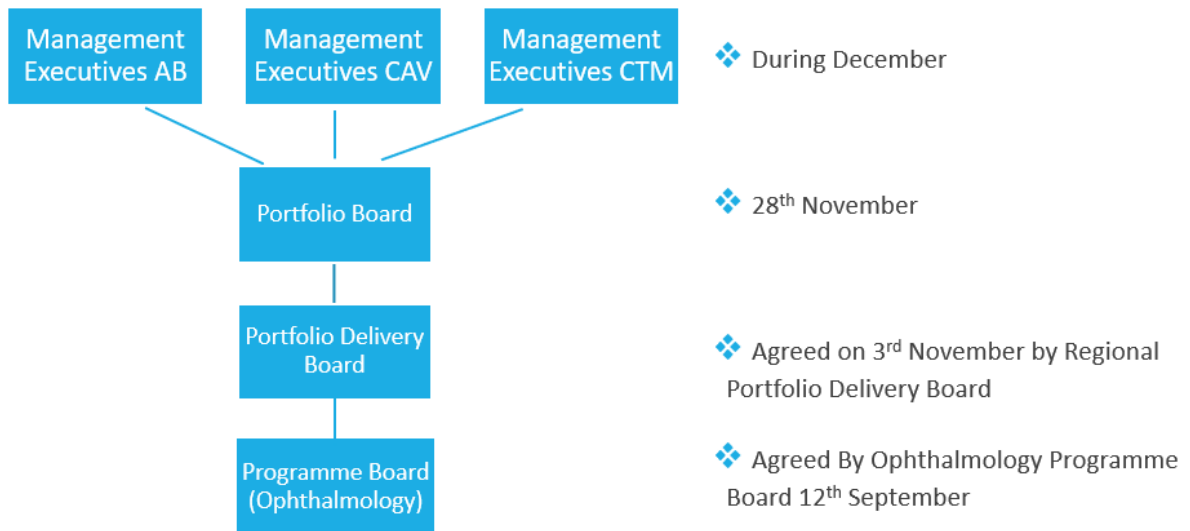
- Clinicians
- Royal College of Ophthalmologists
- HEIW
- Universities
- Royal College of Nursing
- Trade Unions
- Welsh Ambulance Services NHS Trust
- RNIB Wales
- Wales Vision Forum
- Sight Cymru
- Community Health Councils

Feedback has been positive with all groups very supportive of the high level direction set out in the strategy.
Much of the feedback and questions have been about the details of the programme, many that are yet to be worked through by the projects and work to deliver the vision. As the programme progresses and the points of detail are developed the changes will require further engagement with these groups and with the CHC's

Recommendation

Regional Portfolio Oversight Board are requested to endorse the Regional Ophthalmology Strategy and take it forward to Health Board Management Executive meetings for approval.

The anticipated regional approval process is below:



Attached – Regional Ophthalmology Strategy