



<b>AGENDA ITEM</b>
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<b>CTM BOARD</b>
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<b>SOUTH WALES PROGRAMME – PROGRESSING OUTSTANDING RECOMMENDATIONS – UPDATE REPORT</b>
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<b>Date of meeting</b>	28/05/2020
<b>FOI Status</b>	Open/Public
<b>If closed please indicate reason</b>	Not Applicable - Public Report
<b>Prepared by</b>	Dr Nick Lyons, Executive Medical Director
<b>Presented by</b>	Dr Nick Lyons, Executive Medical Director (SRO)
<b>Approving Executive Sponsor</b>	Executive Medical Director
<b>Report purpose</b>	FOR APPROVAL

<b>Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)</b>		
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<b>Committee/Group/Individuals</b>	<b>Date</b>	<b>Outcome</b>
This specific paper has not been considered by any other committee or group.	N/A	Choose an item.

<b>ACRONYMS</b>	
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ED	Emergency Department
CRG	Clinical Reference Groups



RGH	Royal Glamorgan Hospital
SWP	South Wales Programme
UHB	University Health Board

## 1. SITUATION/BACKGROUND

In November 2019, the Health Board established a project to develop proposals to ensure a safe, sustainable and effective solution for the provision of Emergency Medicine at the Royal Glamorgan Hospital (RGH). This was in the context of safety concerns and incidents that related to a high dependency on agency medical staffing in the Emergency Department on that site.

At its public meeting on 30 January 2020, the Board agreed that two options should be prioritised for further development and assessed within the project structure. The Board also tasked the project with continuing to test the viability of retaining a 24/7 consultant led emergency department (ED) at RGH, including through enhanced efforts to recruit medical staff.

At its public meeting on 26 March 2020 the Board further noted that Clinical Reference Groups (CRGs), made up of clinicians from a variety of disciplines and professions, had developed the detail of the models of care that were required to support the two options, as well as the current 24/7 department.

At that meeting, in view of the need for the Health Board to focus attention on the response to COVID-19, the Board was asked to approve a pause to the programme with work continuing on some aspects of the work should capacity allow.

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

### 2.1 Overall process

The redeployment of staff to support the COVID-19 response has resulted in a complete pause in the modelling and formal development of service models.



## **2.2 General update**

The appointment of a full-time consultant as Clinical Lead for the Emergency Department in RGH in March 2020 has led to a significant improvement in medical rostering and shift-fill in the department, with a decreased reliance on single-shift agency doctors. There has also been a strengthening of the department's multidisciplinary leadership team.

There has been modest success in the recruitment of consultant medical staff to the department with further interviews currently planned.

There has also been some early success in developing substantive roles for existing locum staff, encouraging their longer term employment in the department and providing support and supervision to allow qualification as a consultant.

This early progress, coupled with increased support from the Emergency Department at Princess of Wales Hospital in Bridgend, has begun to address some of the safety concerns in the department.

The response to COVID-19 has also resulted in innovative models to deliver care in the department and these new ways of working have been implemented at pace.

The models for service delivery continue to develop as we work with COVID-19 and this has the potential to further support the long term sustainability of the Emergency Department.

## **2.3 Resumption of the Project**

It is now proposed to restart the work to develop the options previously proposed and consider them in the light of the service developments made as a result of COVID-19 and the current position of the department.

This work will recommence in late May 2020 and a firm recommendation on future service development will be brought to the Board in June 2020.

The work to further consolidate and build on the current recruitment drive will continue, leaving no stone unturned in allowing delivery of a 24/7 Emergency Department.



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

The following continue to be key risks and issues relating to the project:

- Any service changes to the current 24/7 will be controversial and contested by relevant stakeholders
- The progress of the work must consider the ongoing sustainability of any recommendation and the key need to ensure safe and accessible services for the population

### 4. IMPACT ASSESSMENT

<b>Quality/Safety/Patient Experience implications</b>	Yes (Please see detail below)
	To be considered within the scope of the project.
<b>Related Health and Care standard(s)</b>	Safe Care
	All standards applicable
<b>Equality impact assessment completed</b>	No (Include further detail below)
	To be addressed as part of the project.
<b>Legal implications / impact</b>	Yes (Include further detail below)
	To be considered within the scope of the project.
<b>Resource (Capital/Revenue £/Workforce) implications / Impact</b>	Yes (Include further detail below)
	To be considered within the scope of the project.



<b>Link to Main Strategic Objective</b>	To Improve Quality, Safety & Patient Experience
<b>Link to Main WCFG Act Objective</b>	Provide high quality care as locally as possible wherever it is safe and sustainable

## 5. RECOMMENDATION

The Board is invited to **NOTE** the content of this report and **APPROVE** the recommencement of the project, including the ongoing focus on recruitment to the Emergency Department at the Royal Glamorgan Hospital.