



PWYLLGOR ARCHWILIO A SICRWYDD RISG AUDIT AND RISK ASSURANCE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	13 December 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Ophthalmology Deep Dive
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers – Director of Operations
SWYDDOG ADRODD: REPORTING OFFICER:	Carly Hill – Service Delivery Manager, Ophthalmology, Dermatology & Neurology

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The Audit & Risk Assurance Committee considered the Ophthalmology Audit Tracker at the October 2022 meeting and the Chair requested a Deep Dive to include the recommendations included in the Ophthalmology Audit and Inspection Summary, with an outline of the challenges faced and how the team is progressing against them.

Cefndir / Background

The Committee will be aware that Ophthalmology services within the Hywel Dda Health Board (HDdUHB) footprint are fragile having faced long-standing challenges, dating back several years. Such challenges are reflective of similar pressures across the UK.

Eye Care services in Wales have been the subject of several reviews, action plans and improvement initiatives which have failed to resolve the underlying capacity challenge within the service, both locally and nationally. Across Wales there has been concern over the ability of Ophthalmology services to manage the volume of new and follow-up patients requiring care.

Within HDdUHB the service has struggled to embed sustained improvement, primarily due to the deteriorating recruitment and retention situation within the Hospital-based Eye Service (HES), notably associated with a high number of Consultant and nursing vacancies and heavy reliance on locum staff to support service continuity. Despite well-established clinical links between the HES and community-based optometry services, the deficit in senior clinical capacity within the service has previously limited the extent of integration between the HES and community optometrist pathways. The service has progressed in the development of Senior Clinical Leadership, strengthening the management team with a Consultant Ophthalmologist accepting the lead role.

The absence of effective clinical and administrative systems has also impacted on the integration of care pathways between the HES and community optometrist services.

To address this position Welsh Government (WG) introduced Eye Care Measures (ECMs) in 2018 with the aim of supporting the prioritisation of new and follow-up care equally, this included providing Health Boards with funding to develop sustainable solutions. The Audit & Risk Assurance Committee (ARAC) should note that the funding received is non-recurrent (to March 2023) and has been insufficient to address separate priorities in respect of medical retina pathways.

The Service undertook a number of actions to support and rationalise care during 2019, and in response to COVID during 2020 & 2021 have further taken steps both at a Health Board level and regionally with Swansea Bay UHB through the ARCH process (A Regional Collaboration for Health is a unique collaboration between three strategic partners; Swansea Bay University Health Board, Hywel Dda University Health Board and Swansea University). These include:

- The development of a short-, medium- and long-term plan for recovery of Cataract treatment.
- A regional business case for Glaucoma services, supported through the ARCH forum, including the development of Ophthalmic Treatment and Diagnostic Centres (ODTC's)
- Out-Patient Department (OPD) Transformational funding for the development of virtual Diabetic retinopathy clinics.
- Increase in Nurse Injectors to support the delivery of wet age-related macular degeneration (wAMD) and release medical capacity to manage other eye conditions.
- Relocating the Rapid Access Casualty for Eyes into an Outpatient footprint to maintain a green pathway for planned procedures through Tysul eye unit.
- Implementation of the Electronic Patient Record (OpenEyes) due to commence in October 2021, which will improve links between community optometric practices and the Hospital Eye service. This will enable a more robust model of community-based care to be developed including diagnostics undertaken in a community setting for virtual review by a consultant.

In addition to these actions, the service also has actions recommended following service reviews by the Delivery Unit, Health in Wales (HIW) and the Community Health Council (CHC), this report will provide an update on the progress against these specific actions.

Asesiad / Assessment

As reflected above, the service has been heavily engaged in the development of regional eye care pathways as part of the ARCH programme in recent years. This work is reflected in the progress outlined below in respect the recommendations offered the various external reviews listed, many of which overlap in their content & focus.

Report	Recommendations	Progress	Challenges
Delivery Unit – Focus on Ophthalmology	Lack of progress with Ophthalmic Diagnostic & Treatment Centre in Ceredigion	ODTC Contracts have been awarded to two providers: - - Carmarthenshire - Pembrokeshire	No expressions of interest received from providers in Ceredigion – Primary Care Optometry Team liaising with practices in this area.
	Concerns over the number of patients not reviewed within their target date	Risk stratification of Glaucoma patients complete. Review of Outpatient templates and Clinical job plans undertaken to maximise capacity	Increased demand and reduced capacity continues to be a challenge. Balancing Eye Care Measures for patients most at risk with Ministerial

		Service micro-managing clinic booking to support both Eye Care Measures and delivery of Ministerial Measures	Measures for longest waiting patients presents a conflicting priority to the service with limited capacity. Planned expansion of the Glaucoma service is expected to improve review response times through 2023.
	The Health Board should collate a single medium / long term ophthalmic plan incorporating costings of all service developments required to deliver sustainable ophthalmic services	Integrated Medium Term Plan (IMTP) developed and submitted along with an agreed and resourced medium-term plan for Cataract patients. Glaucoma plan developed and funded.	Further review of Glaucoma plan is scheduled due to lower than anticipated contractual interest from community-based optometrists. Regional clinical workshop planned for early 2023 to consider opportunities for a long-term regional model.
	Identify sustainable monies to support permanent solutions for meeting ophthalmic demand to enable the developments supported by the Sustainability fund to continue beyond April 2020	IMTP developed and submitted along regular updates to the Eye Care Collaborative Group on the progress of the Transformational projects funded by the Sustainability fund. Sustainable monies have been invested in to the Glaucoma and Cataract Plans, however, there still remains other areas of the service (Age-related macular degeneration (AMD), Paeds, Vertical Radius (VR), plastics) that require investment.	Further review of Glaucoma plan is scheduled due to lower than anticipated contractual interest from community-based optometrists. Regional clinical workshop planned for early 2023 to consider opportunities for a long-term regional model. Pan-Wales clinical view that central investment in estate, infrastructure and workforce is required to develop a sustainable long- term Ophthalmology Service model.
	Implement its solutions to ophthalmology recruitment challenges, including treatment capacity urgently	Between September – November 2022 the service has successfully recruited 2 Locum Consultants and 4 Speciality Doctors. A second Consultant with an interest in Glaucoma has been awarded an honorary contract to continue to support this service.	Nationally recognised recruitment challenges for Ophthalmology continue. Clinical view that without central prioritised investment as outlined above, it will be difficult to attract appropriately qualified and skilled individuals who are able to be recruited into centres of excellence elsewhere across the UK.

	As part of the medium-long term plan development, the cataract service options require appraisal prior to the commencement of the next planning cycle, supported by clear, time-bound delivery plans	Regional medium term cataract plan agreed and resourced. Investment into Amman Valley has supported the repurpose of OPD for wAMD to allow the Day Surgery Unit (DSU) to undertake high volume Cataract lists.	Recruitment of substantive workforce to support the delivery of plans continues to be a challenge. We have secured Locum Consultants, however, without national actions highlighted above, substantive recruitment will continue to be a challenge.
HIW – Thematic review of Ophthalmology	Concerns around monitoring of follow-up patients	Risk stratification of Glaucoma patients complete, including those on a follow-up pathway.	See on Symptom and Patient Initiated Follow-up is not considered a suitable pathway for Ophthalmology patients; therefore, improvements will be based around extended roles for Optometrists which will be possible through contract reform. Planned expansion of the Glaucoma service is expected to improve review response times through 2023.
CHC – Eye care services in Wales	The Welsh Government & NHS to ensure digital communication moves forward at pace in all areas	Welsh Government centrally procured an Electronic Patient Record system 'OpenEyes'. HDdUHB agreed to pilot the Eye Casualty module whilst SBUHB pilot the Glaucoma module.	Numerous delays to implementation due to nationwide technical issues. Issue outside direct control of HDdUHB.
	The Welsh Government & NHS needs to do more to reduce the current backlog of people waiting for appointments	Successful implementation of a data capture service for Diabetic Retinopathy, this frees up capacity in hospital settings to support the reduction of backlog. Template and job plan redesign has been completed to ensure outpatient activity is protected whilst allowing emergency eye services to continue. Positive progress being achieved in delivery of Ministerial Measures requirements for the	Balancing the Ministerial Measures with the Eye Care Measures due to the backlog continues to be a challenge, however, through close micro-management of all available clinics and capacity we anticipate further improvement into 2023.

		52/104-week pathway measures for 2022/23.	
	The Welsh Government & NHS needs to make sure longer-term plans are capable of providing an equitable service that meets the increasing demand for eye care services across Wales	<p>Successful implementation of a data capture service for Diabetic Retinopathy, this frees up capacity in hospital settings to support the reduction of backlog.</p> <p>Investment into Amman Valley has supported the repurpose of OPD for wAMD to allow the DSU to undertake high volume Cataract lists.</p> <p>Sustainable monies have been invested in to the Glaucoma and Cataract Plans, however, there still remains other areas of the service (AMD, Paeds, VR, plastics) that require investment.</p> <p>On Demand Training Centre (ODTC) Contracts have been awarded to two providers: -</p> <ul style="list-style-type: none"> - Carmarthenshire - Pembrokeshire 	Regional clinical workshop planned for early 2023 to consider opportunities for a long-term regional model. Pan-Wales clinical view that central investment in estate, infrastructure and workforce is required to develop a sustainable long-term Ophthalmology Service model.

It is evident from the above that significant progress has been achieved in the past few years to develop increasingly integrated eye care pathways, enabling care to be delivered more seamlessly across historical community, secondary care and regional boundaries. Significant investment has been committed to the development of medium-term plans for cataract surgery and glaucoma service models in particular.

Notwithstanding this progress, historical challenges relating to workforce development and demand/capacity imbalances remain which have been exacerbated by the legacy impact of the COVID-19 pandemic.

Further opportunities are anticipated with the advent of the nationally led electronic patient record 'Open Eyes' project which will improve the flow of clinical information between community and hospital-based clinicians.

The challenges highlighted by the external reviews referenced in this paper are common across all areas of Wales and there is a pan-Wales clinical view for more regionally based solutions to address these challenges for the longer term. Via the regional ARCH programme in South West Wales, a regional clinical workshop is planned for 2023 to further consider opportunities for a long-term regional service model.

Argymhelliad / Recommendation

The committee is requested to take assurance from the progress achieved to address the recommendations highlighted by the external reviews referenced in this paper, notwithstanding

the continuing workforce development and demand/capacity challenges which remain across community and secondary care pathways.

The Committee is also requested to note the regional and national discussions which continue which are expected to inform longer-term, regionally focussed plans for the delivery of eye care pathways across Wales.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	5.4 Assure that best practice and national guidelines are adopted in service development plans and pathways.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	180 – Risk Score 12 632 – Risk Score 16
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	2. Safe Care 3. Effective Care 3.1 Safe and Clinically Effective Care 7. Staff and Resources
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 5. Safe sustainable, accessible and kind care 6. Sustainable use of resources
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	WG National Planned Care Programme WG Eye Care Measures
Rhestr Termiau: Glossary of Terms:	Reflected within the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Archwilio a Sicrwydd Risg:	Business Planning and Performance Assurance Committee Scheduled Care Quality & Governance Committee

Parties / Committees consulted prior to Audit and Risk Assurance Committee:	
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Reflected in report
Ansawdd / Gofal Claf: Quality / Patient Care:	Reflected in report
Gweithlu: Workforce:	Reflected in report
Risg: Risk:	Reflected in report
Cyfreithiol: Legal:	N/A
Enw Da: Reputational:	Access times to follow-up care for glaucoma Access times to cataract surgery. Access times to Hospital Eye Services
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	N/A