



CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 September 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	South West Wales Glaucoma Service Business Case
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers Executive Director of Operations
SWYDDOG ADRODD: REPORTING OFFICER:	Keith Jones Director of Secondary Care

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The ARCH South West Wales Glaucoma Service (SWWGS) Business Case has been developed in collaboration between Hywel Dda UHB and Swansea Bay UHB. This Business Case sets out how the Health Boards can jointly develop Glaucoma services to appropriately meet the needs of the population whilst being clinically effective and efficient.

The Hywel Dda Board are asked to approve the Business Case.

Cefndir / Background

The Welsh Government strategic direction for a person-centred approach supports the proposal set out in this Business Case. Glaucoma is a chronic progressive disease of the optic nerve known as an optic neuropathy. It is the second commonest cause of blindness in the UK and the commonest preventable cause of blindness.

Care for individuals with glaucoma makes up a significant proportion of all eye care and is essentially life-long. The NHS in Wales has a duty of care to individuals at risk of glaucoma blindness and this duty is discharged via the Local Health Boards.

Hywel Dda is expected to introduce the all-Wales Glaucoma pathway. The Wales Glaucoma Pathway was designed and agreed in 2009-10, as part of the Welsh Government and NHS Wales project Focus on Ophthalmology (FOO). In the Wales Glaucoma Pathway, patients will have their definitive baseline investigations via an Ophthalmic Diagnosis and Treatment Centre (OTDC). In this setting a patient is able to have all of the required diagnostic tests as well as a clinical consultation with a glaucoma practitioner.

Asesiad / Assessment

Glaucoma is the commonest cause of preventable blindness in the UK. Glaucoma is a progressive and potentially blinding condition, with the outpatient workload accounting for nearly 30% of all ophthalmology attendances across the United Kingdom. Patients with glaucoma require long-term follow-up and subspecialist care.

Hywel Dda is not currently delivering a Glaucoma Service as is required:

- Hywel Dda UHB has had a backlog in its glaucoma pathway for some years, and as of March 2020, was already a service with a significant demand-capacity mismatch. This has been made worse by the impact of the COVID-19 pandemic.
- Hywel Dda is not meeting the national target of 95% of patients with an 'R1' health risk factor being seen within 125% of intended time to next event in pathway. Hywel Dda's current performance against this target is 40.6%.
- At this time, 1,300 people each month are not getting the tests they need to stay safe.

It is an absolute, non-negotiable requirement for the health boards to put in place, and maintain, services for the identification, diagnosis and management of individuals with glaucoma in the populations they serve.

The risks include:

- Unnecessary blindness caused by the absence of a suitable pathway to manage this chronic disease
- Litigation costs of causing unnecessary blindness from failure to provide effective and timely care

Evidence supporting the proposal:

- The proposal is based on the all-Wales pathway
- NICE guidelines
- Royal College of Ophthalmology
- Swansea Bay UHB have been delivering the service via this model for years, and before the Pandemic had reduced their backlog completely.

Commitments made in the Hywel Dda 2021/22 Annual Plan, for Eye Care Service delivery:

- the implementation of the pathways developed throughout the red phase of the pandemic with a shift of resource to support service development
- The development of a regional eye care service for South West Wales by focusing on several areas of the regional eye care service.

Other strategic supporting evidence:

- The proposal enables a high percentage of the service to be delivered in the community, therefore close to home.
- The ODTIC model is based on the principle of "*only do, what only you can do*". The principle that all people working for the NHS in Wales should operate at the top of their clinical competence.

A regional approach, which is reflective of the geographical needs of the population, is supported by clinical and managerial teams working collaboratively across the region, and is considered the most appropriate way to deliver the eye care services.

Argymhelliad / Recommendation

It is recommended that the Board approve the South West Wales Glaucoma Service Business Case, recognising that this represents a financial risk for the Health Board in the short term. The Chief Executive will inform Welsh Government of this through an Accountable Officer letter. The Health Board expects further recurrent recovery funding which will mitigate and address this financial risk.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	The SWWGS Risk Register is included in Appendix 13.
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	1. Staying Healthy 2.1 Managing Risk and Promoting Health and Safety 3.1 Safe and Clinically Effective Care 3. Effective Care
Amcanion Strategol y BIP: UHB Strategic Objectives:	1. Putting people at the heart of everything we do 4. The best health and wellbeing for our individuals, families and communities 5. Safe sustainable, accessible and kind care 2. Working together to be the best we can be
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS 4. Improve Population Health through prevention and early intervention, supporting people to live happy and healthy lives 8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	The evidence base is articulated in Appendices 1A, 1B, 1C, 1D, 2A, 2B, 2C, 3,6 & 7.
Rhestr Termiau: Glossary of Terms:	SWWGS – South West Wales Glaucoma Business Case All other terms are referred to in full.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Hywel Dda Executive Management Board ARCH Service Transformation Board ARCH Delivery and Leadership Group ARCH Regional Eye Care Steering Group Swansea Bay UHB Business Case Assurance Group

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	A full financial breakdown and impact can be seen in section 4 page 25 of the BC and in appendices 9 and 10.
Ansawdd / Gofal Claf: Quality / Patient Care:	This proposal does not present risk to patients care and only impacts patient outcome favourably, as the current services for Glaucoma in Hywel Dda is deficient. The benefit of the implementation of the model on timely care can be seen in the Economic Case section of the BC, in pages 25 onwards. The tables on page 20 and 21 demonstrate the current impact of backlog on Glaucoma service provision.
Gweithlu: Workforce:	This proposal has no identified adverse impacts on staffing or on staff wellbeing. The proposal includes the introduction of more staff, at the appropriate levels, to bolster the workforce and maximise capacity to support recovery and service sustainability. The staffing increase can be seen in the proposal section, page 15.
Risg: Risk:	The SWWGS has a Risk Register, see appendix 13. All risks include appropriate mitigations. A summary of top risks can be seen in the BC, page 28.
Cyfreithiol: Legal:	The impact of regional litigation because of a lack of timely care is mentioned in the BC, on page 22 under 'Putting Things Right'.
Enw Da: Reputational:	As above. The current reputational risk for Hywel Dda UHB is based on its current service.
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	The proposed model of care, including the ODTIC style approach, will bring services closer to home. Routine Glaucoma interventions will be delivered in the community setting.