



GIG
CYMRU
NHS
WALES

Cydweithrediad
Iechyd GIG Cymru
NHS Wales Health
Collaborative

NHS Wales Health Collaborative Annual Report 2018/19



CONTENTS

1	FOREWORD	2
2	INTRODUCTION	3
3	ABOUT US	3
4	OUR VALUES	4
5	OUR WORK	4
6	OUR NETWORKS AND TEAMS – HOW THEY WORK AND THEIR ACHIEVEMENTS	5
6.1	Wales Cardiac Network	5
6.2	Wales Cancer Network	6
6.3	Wales Critical Care and Trauma Network	7
6.4	Wales Neonatal Network	8
6.5	Wales Child and Adolescent Mental Health Services and Eating Disorders (CAMHS/ED) Network	9
6.6	Perinatal Mental Health Network	10
6.7	Together for Children and Young People (T4CYP) Programme	11
6.8	Pathology	12
6.9	Lymphoedema Network Wales	13
6.10	Imaging	14
6.11	Laboratory Information Network Cymru (LINC)	15
6.12	Women’s Health Implementation Group	15
6.13	Primary Care	16
6.14	NHS Wales Peer Review Framework	16
7	VALUING OUR STAFF	17
8	2018/19 FINANCIAL PERFORMANCE	19
9	FORWARD LOOK – 2019/20	21
9.1	Collaborative wide, whole organisation contribution and development	21
9.2	Network/ programme specific	21

1 FOREWORD

We are delighted to introduce this Annual Report for the NHS Wales Health Collaborative for 2018/19. Through this Annual Report, the first produced by the Collaborative, we have aimed to provide an insight into the work of the Collaborative, promote some of its achievements in 2018/19 and highlight priorities for the year ahead.

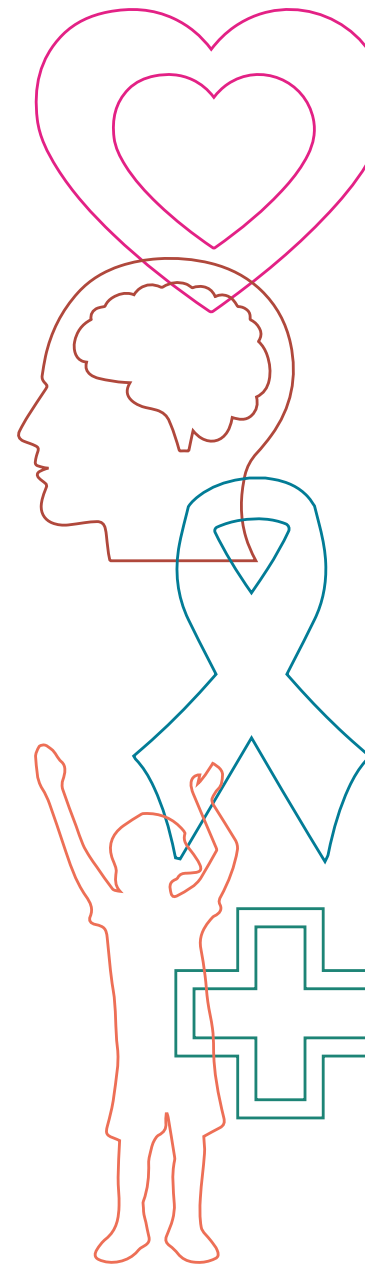
The Collaborative works on behalf of NHS Wales, and in support of Welsh Government, to better meet the needs of patients through planning for service transformation and quality improvement using a national approach. By working together, and with other stakeholders, we harness our collective expertise to improve care for patients.

Our teams cover a broad range of clinical networks, strategic national programmes and projects, and support functions. The Collaborative began 2018/19 with an ambitious work programme and this has expanded considerably through the year to meet requests from health boards and Welsh Government. We would like to thank each and every member of staff for their commitment and contribution to the work of the Collaborative. Our thanks go, also, to all partners working with the Collaborative to support delivery of our work programme. Much was achieved throughout the year and we are pleased to have the opportunity to celebrate some of these achievements with you through this Annual Report.

We also acknowledge the oversight and direction provided to the Collaborative management team by the chief executives and chairs through the Collaborative Executive Group and Collaborative Leadership Forum, who ensure the priorities meet the needs of patients and services.

We are focused on building on the success of this last year and delivering our priorities in, what we anticipate will be, another very busy year ahead.

We hope you enjoy reading this Annual Report for the year 2018/19.



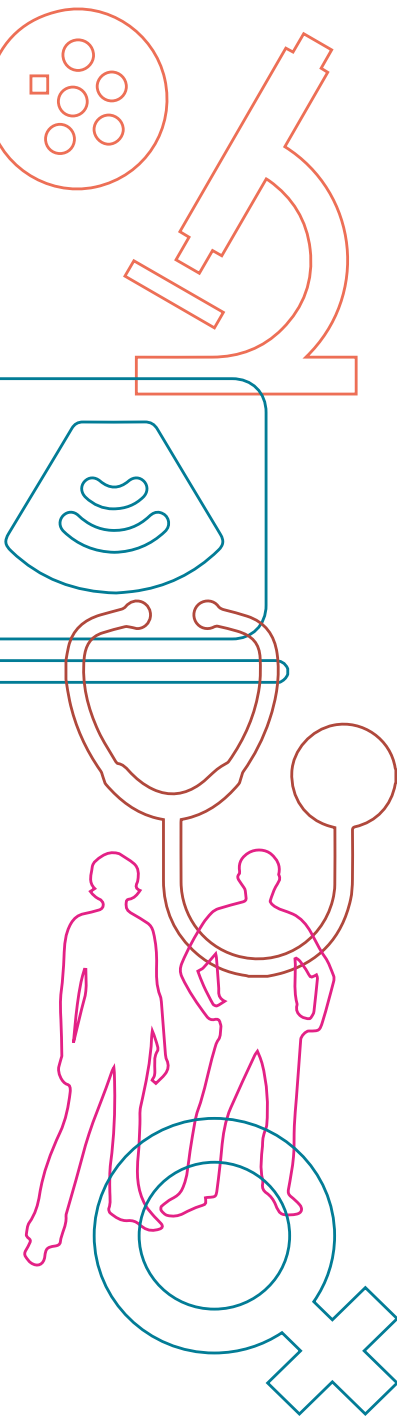
Ann Lloyd
Lead Chair and Chair,
Aneurin Bevan
University Health
Board

Rosemary Fletcher
Director, NHS Wales
Health Collaborative

2 INTRODUCTION

This is the first Annual report published by the NHS Wales Health Collaborative (the Collaborative). It provides information about our organisation and our teams that work in support of NHS Wales to plan and improve health care. It highlights some of our achievements in 2018/19 and some of our plans for the year ahead.

3 ABOUT US



The NHS Wales Health Collaborative was established in 2015. We work on behalf of the chief executives and chairs from the health boards, trusts and special health authority that make up NHS Wales. We also work in support of Welsh Government. We help to shape, plan and make recommendations on the future of NHS services across Wales.

As a national organisation, the Collaborative works in areas offering the opportunity for cross organisation improvement. Through collaboration, engagement and facilitation, our teams work to improve NHS Wales' services across organisational boundaries, and improve the quality of care for patients.

Our teams cover a broad range of clinical networks, strategic programmes and projects, and support functions.

The Collaborative is hosted by Public Health Wales, on behalf of NHS Wales. Through our hosting arrangements, the Collaborative is supported by corporate teams within Public Health Wales and works within its standing orders and standing financial instructions, and all relevant policies and procedures.

The Collaborative is accountable for its performance and the delivery of its work plan to NHS Wales' chairs and chief executives. The Collaborative Leadership Forum (chairs and chief executives) acts as the responsible governance group for the Collaborative and signs off the Collaborative annual work plan. The Collaborative Executive Group (chief executives) is a formal sub group of the Collaborative Leadership Forum and provides more frequent executive guidance to the Collaborative and more detailed oversight of its work.

4 OUR VALUES

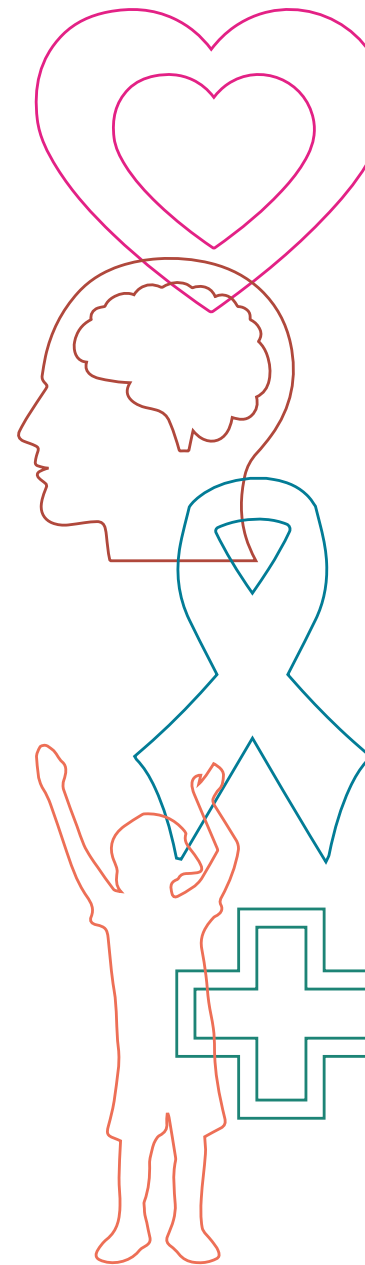
During 2018/19, following a number of staff focus groups to review the outcome of the NHS Wales staff survey, we committed to adopting Public Health Wales' values. We will ensure that we will 'work together, with trust and respect, to make a difference' in all that we do as a Collaborative and in working with our stakeholders.

5 OUR WORK

Our work plan is shaped in a number of ways. The majority of the work plan for 2018/19 comprised the priorities agreed through the clinical network boards, major conditions implementation groups and strategic programme boards. Details of our achievements are described later in this report.

Requests to take on new work were also received from chief executives and Welsh Government and, during 2018/19, the Collaborative team took on a number of additional functions and teams:

- Wales Maternity Network – this network transferred into the Collaborative from Public Health Wales (1000 Lives) from 1 April 2018. During the year, arrangements were agreed to merge this into a new Wales Maternity and Neonatal Network.
- NHS Wales Mental Health Network – a board for this new network was established in 2018 and the Collaborative also took on responsibility for the new Perinatal Mental Health Network as part of the emerging Mental Health Network.
- Women's Health Implementation Group – the Collaborative took on responsibility for supporting this new implementation group.
- Preparatory work was undertaken to prepare to bring into the Collaborative a number of staff supporting major conditions implementation groups.
- Programme leadership was secured for a new nationally directed endoscopy programme of improvement.



6 OUR NETWORKS AND TEAMS

HOW THEY WORK AND THEIR ACHIEVEMENTS

6.1 Wales Cardiac Network

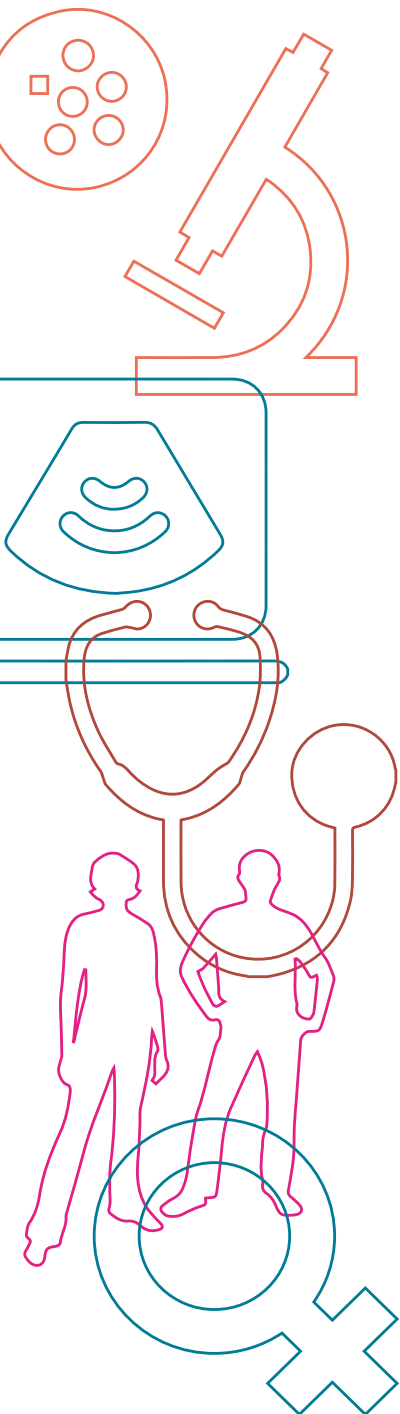
The Wales Cardiac Network works with partners at the interface of primary, secondary and tertiary care to provide improved care for people, of all ages, at risk or affected by heart conditions. The network works to improve outcomes in reducing premature cardiac mortality and morbidity.

The work of the network is driven by a strategic leadership group, the Heart Conditions Implementation Group. The group includes clinical and managerial representation from health boards, Welsh Health Specialised Services Committee, professional societies and key strategic partners from across the cardiac communities within Wales, informed by the Heart Conditions Delivery Plan.

Key achievements in 2018/19:

- **Co-development and publication of the NHS Wales Cardiovascular Atlas of Variation** which identifies the presence of unwarranted variation in key aspects of cardiac care and indicates:
 - underuse of high-value treatment, often increasing inequity because of greater underuse in patients in more disadvantaged groups
 - overuse of treatment of limited value

The Atlas was launched in March 2019 and enables NHS Wales to investigate the reasons for unwarranted variation, improve decision making, and achieve better outcomes and value for people in Wales.
- **Co-development and launch of *Save a Life Cymru* Programme** which encourages more people across Wales to learn and use lifesaving skills. The project will be further developed over the next two years, to improve access to CPR training and increase the awareness and use of defibrillators for people from all walks of life. The multi-agency programme has been funded for the first two years by Welsh Government.
- **Co-development and implementation of data interlinkage project** which champions, through the NHS Wales Informatics Service (NWIS), the development of a single national resource to support the collection of cardiac data from existing and new systems.



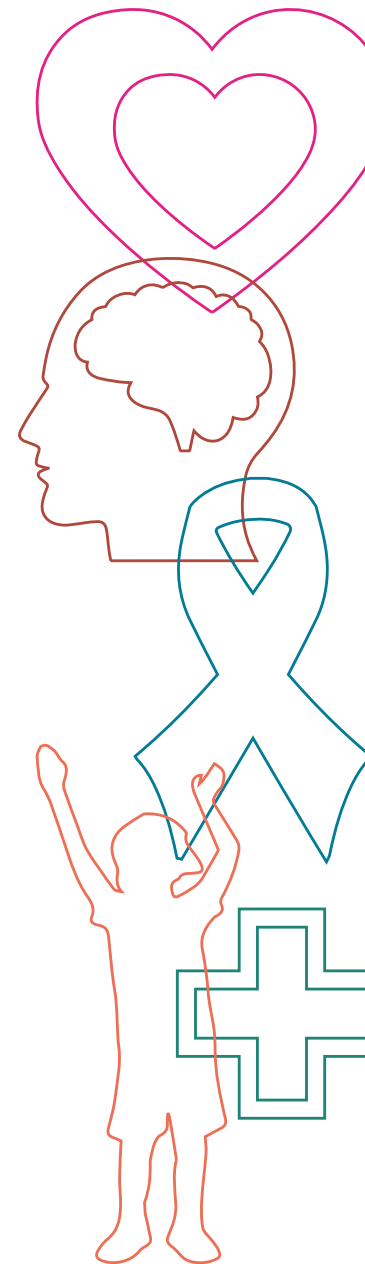
6.2 Wales Cancer Network

The *Cancer Delivery Plan* and *A Healthier Wales* set an ambitious vision of a 'whole system approach to health and social care', which is focused on health and wellbeing, and on preventing illness. It requires improved cancer services, care and outcomes for everyone across Wales. It aims to reduce the number of people getting cancer, increase survival and ensure people have a positive experience of treatment and care, whoever they are and wherever they live. This will result in more people living well for longer.

To respond to this challenge, the Wales Cancer Network provides system leadership to bring together partners to work collaboratively to transform cancer services and improve outcomes for patients. Its priorities are identified and overseen by the Cancer Implementation Group.

Key achievements in 2018/19:

- Single Cancer Pathway** – it had been long recognised that cancer waiting times targets did not accurately reflect patient experience or highlight challenges across pathways of care to drive the transformation required. The Cancer Implementation Group was pivotal, on behalf of the cancer community, in securing ministerial support for the Single Cancer Pathway to be adopted in Wales from June 2019. This will:
 - support patients through 'intelligent' pathways and drive improvement through comparing performance across cancer sites and health boards.
 - develop information to understand the current capacity gap in diagnostic and treatment services and predict demand to plan accordingly.
- Lynch Syndrome Implementation Plan** – facilitated agreement of the plan which will lead to a single all Wales service model for Lynch Syndrome testing. Cardiff and Vale University Health Board, as host of the All Wales Medical Genetics Service, was the lead organisation, agreeing the model with all health boards.
- Cancer Informatics Solution** – prepared the Business Justification Case for the Cancer Informatics Solution for Wales to replace the current Cancer Network Information System Cymru (Canisc). Implementation will improve the quality and safety of care for the population and has clinical support from across Wales.



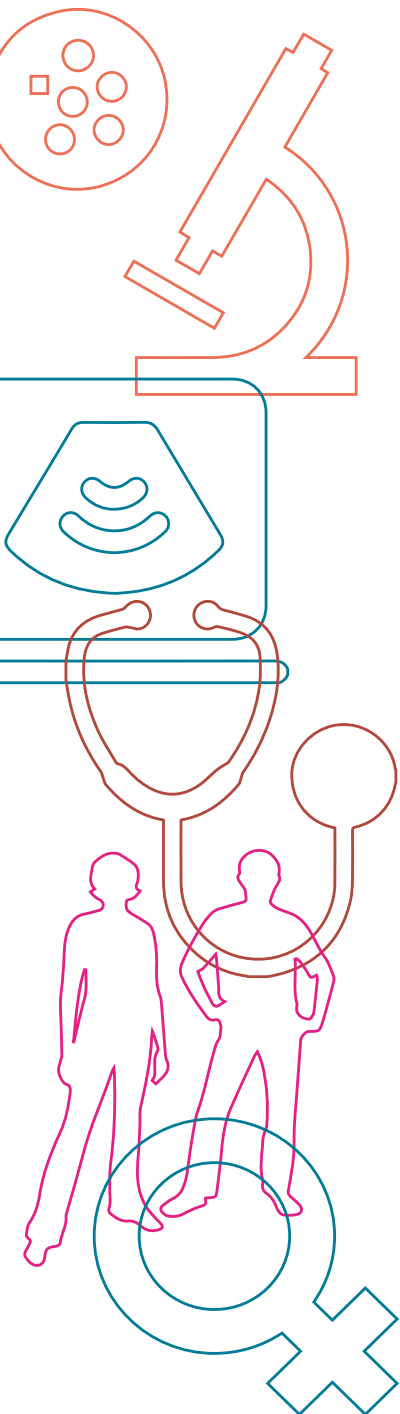
6.3 Wales Critical Care and Trauma Network

The network's priorities for critical care are set by the Critical Illness Implementation Group, informed by the *Delivery Plan for the Critically Ill to 2020*. Building on this work, in 2018, Welsh Government established a task and finish group with supporting workstreams to develop a national model of care for those who are critically ill and to oversee the allocation of new recurrent funding of £15 million in support of this. The network team was actively involved in this work and will coordinate and monitor implementation through the Critical Illness Implementation Group.

In respect of trauma, the network has a key and established role in North Wales supporting clinical staff and managers to ensure strong leadership, governance and management of the major trauma patient pathway through the North West Midlands and North Wales Trauma Network.

Key achievements in 2018/19:

- Clinical and programme leadership for the establishment of a **major trauma network for South, Mid and West Wales**. The network will involve the six health boards in the region, the Welsh Ambulance Service Trust and the Wales Emergency Medical Retrieval and Transfer Service, and will provide an improved pathway of care for patients who suffer major trauma. This is a significant programme of service and quality improvement and which evidence demonstrates will lead to improved outcomes for patients. This work will continue as a high priority through 2019/20.
- Work with NWIS to prepare for and agree the procurement strategy for a **Clinical Information System for Critical Care** that will be introduced to all critical care units in Wales. The Network has worked with clinicians from every health board to develop a specification for the procurement of a once-for-Wales system. The clinical and technical specifications, once ratified, will be put to the market in 2019 and, subject to approval of a Full Business Case, a service.
- Development of a **comprehensive suite of competencies for adult critical care nurses**, which has been adopted by all units in Wales. Work has now begun with higher education institutes to ensure all critical care courses in Wales are geared towards supporting nurses to achieve the competencies.



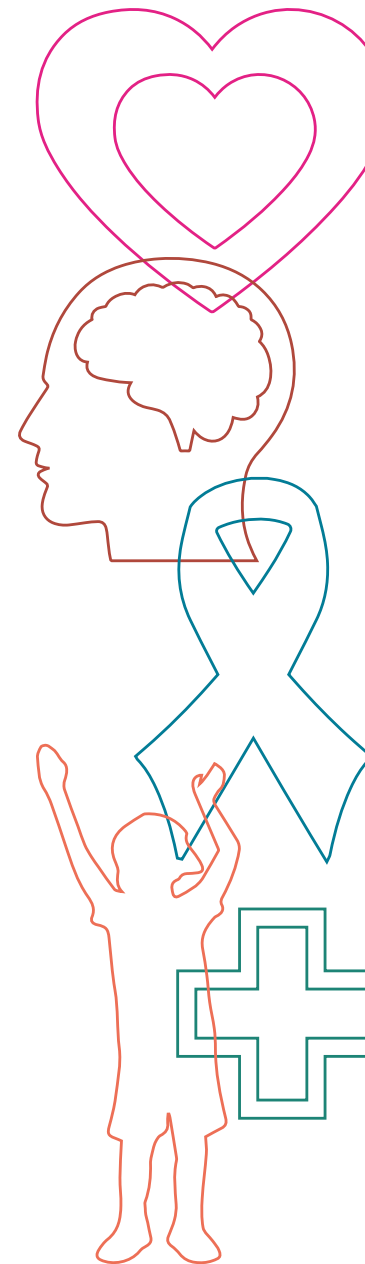
6.4 Wales Neonatal Network

The Wales Neonatal Network brings together NHS health professionals and other partners, with the aim of ensuring equitable, high quality and clinically effective neonatal care is available to babies and their families in Wales. Its primary aim is to ensure mothers and babies are cared for in a level of neonatal unit appropriate to their needs, as near to their home as possible. There are three levels: neonatal intensive care, local neonatal units and special care units.

The strategic direction for neonatal service improvement is based on achievements against the *All Wales Neonatal Standards 3rd Edition 2017*. The standards were written in line with the Quality Improvement Guide: *Improving Quality Together* (2014) and reflect the six domains of quality healthcare: patient centred; safe; effective; timely; efficient; equitable.

Key achievements in 2018/19:

- Establishment of the **Neonatal Dashboard** which enables colleagues across the network to view data relating to the National Neonatal Audit Programme, unit activity and transport data. This gives the units and health boards the ability to benchmark their service against other units in Wales. The dashboard is accessible via the network's SharePoint and includes a number of other resources, including network guidelines and exception reporting.
- Leading a Task and Finish group, with representation from all units in Wales, to develop an **All Wales Family Information Pack** in relation to Family Integrated Care. This has been shown to increase breastfeeding rates, decrease infection rates and shorten length of hospital stays. The work was based on the Singleton FiCare model, a partnership between staff and parents.
- Work with commissioners and service providers to produce a **proposal to extend the current 12 hour neonatal transport service** to 24 hours in line with standards. While this is yet to be agreed as a commissioned service model, it is a good example of the network coordinating service improvement across provider and referrer health boards.



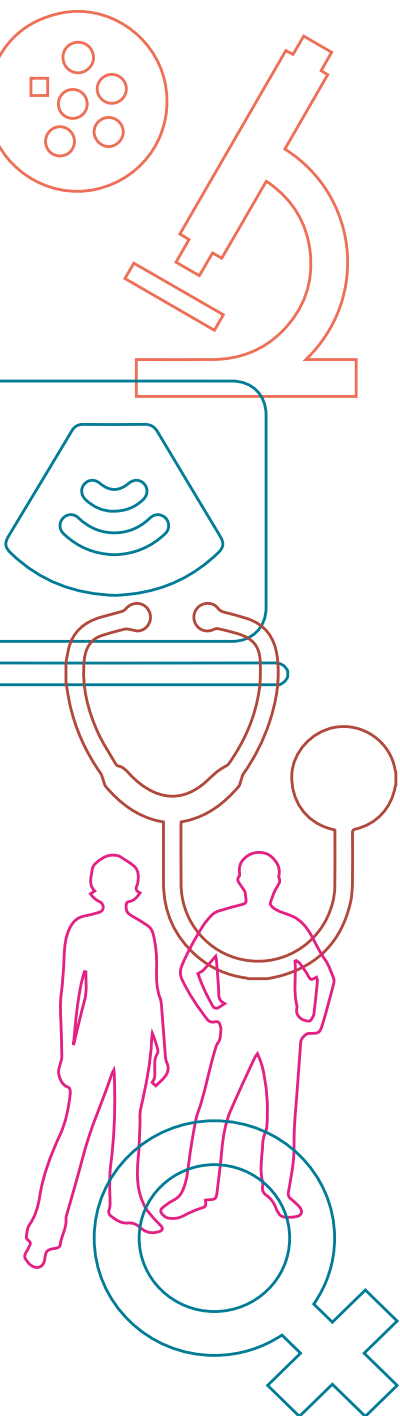
6.5 Wales Child and Adolescent Mental Health Services and Eating Disorders Network

The network brings together NHS Wales professionals and key multiagency partners to work together to improve access, effectiveness and the quality of services in child and adolescent mental health services (CAMHS), emotional health and wellbeing and eating disorders (ED) services. The network recognises the importance of involving appropriate clinical advice and leadership from each health board in Wales, and from the Welsh Health Specialised Services Committee (WHSSC). The aim is to improve interconnectivities across services and support a philosophy of early intervention, prevention and recovery.

To date, the priorities of the network have been set by a CAMHS/ED Network Board. From 2019/20, the network will report to the new NHS Wales Mental Health Network Board through specific sub groups for CAMHS and eating disorders respectively.

Key achievements in 2018/19:

- Supporting the wider **primary CAMHS (PCAMHS) stakeholder analysis**, undertaken by the NHS Wales Delivery Unit, through delivering the service user feedback component via a variety of means, including an online survey and the convening of focus groups.
- Running the specialist CAMHS **Task and Finish Group for Tier 4 Enhanced Inpatient Care**. Services are currently provided via out of area placements. The network scoped the capacity and demand for these services and developed a clinically informed options appraisal to inform future WHSSC commissioning decisions.
- Preparing for **clinical peer review** of CAMHS. An innovative and well attended practice day held in February 2019 reviewed best practice across the UK and agreed on areas to be prioritised for review.



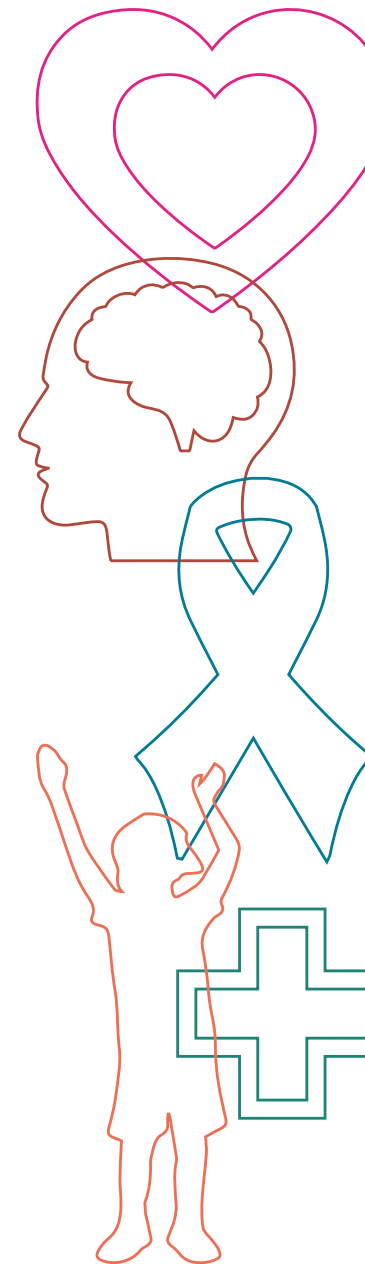
6.6 Perinatal Mental Health Network

The Perinatal Mental Health Network, a new area of work for the Collaborative in 2018/19, has been set up to oversee the planning and delivery of efficient and effective perinatal mental health services. These will focus on prevention, earlier intervention, being prudent and proportionate. The network will provide composite advice to Welsh Government and health boards, including advice on allocation of funding, as services and funding arrangements change.

The network will support evidence-based and innovative practice, enabling equitable delivery of services across Wales. A particular focus will be the implementation of the recommendations from the Children, Young People and Education Committee (CYPE, 2017), and From Bumps to Babies: Perinatal Mental Health Care in Wales (NSPCC-NCMH-MIND, 2018).

Key achievements in 2018/19:

- Development and publication of the **Guidance for the delivery of Integrated Perinatal Mental Health Services in Wales**, providing guidance on the functions of integrated perinatal mental health services in Wales. It was developed with key stakeholders, including those with lived experience, and with the third sector and all relevant professional groups. The most up to date research and evidence informed its content.
- **Guidance for the delivery of Integrated Perinatal Mental Health Services in Wales -suggested data collection/audit questions**, outlining eight All Wales standards. Throughout 2019/20, there will be an expectation that all health boards will benchmark existing services against these standards. Both the guidance and data collection/audit questions were written by the All Wales Perinatal Mental Health Steering Group and Community of Practice, supported by 1000 Lives Improvement Mental Health and Learning Disabilities team.
- Appointment of a **National Clinical Lead for Perinatal Mental Health** to lead the network. The role involves the development and implementation of a national improvement programme to support the promotion of positive infant mental health, the prevention of perinatal mental health problems, early identification and intervention in perinatal mental health, the availability of evidence based interventions, and the development of appropriately trained workforce.



6.7 Together for Children and Young People (T4CYP) Programme

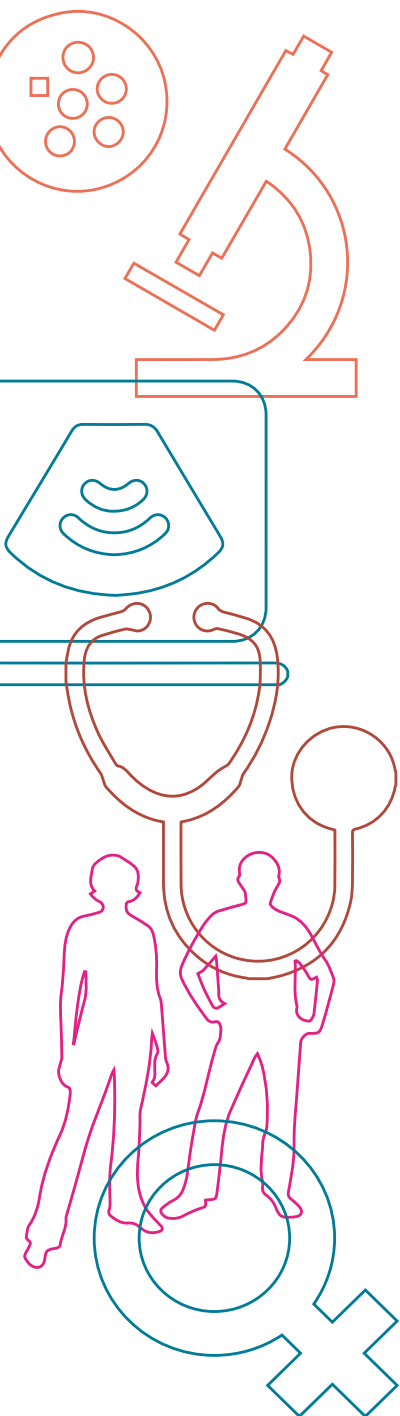
The T4CYP Programme is an NHS-led, government sponsored, multiagency programme for the improvement of emotional and mental health for children and young people in Wales.

The programme was established in 2015 and is supported by an Expert Reference Group). The group is made up of experts from academia, local government, child and adolescent mental health services, health boards, and the Children's Commissioner. The programme was extended to a fourth year and is due to close in October 2019. A report of progress, aligned to the T4CYP key priority areas has been submitted to the National Assembly for Wales for scrutiny in the Siambur in June 2019.

The report highlights areas of improvement and makes specific reference to the findings and recommendations of the Children, Young People and Education Committee in its 2018 report *Mind Over Matter*. These include increased provision and quality improvement of specialist child and adolescent mental health services, increased provision of community intensive services, improved waiting times, reduction in inappropriate out of area placements and the development of a new national pathway for neuro-developmental services.

Key achievements in 2018/19:

- Significant progress in relation to understanding the needs of children and young people, the prevalence of emotional and mental disorders, and the pattern of provision of services. Evidence and understanding is continuing to develop, given the focus on children and young people's mental health across the UK and internationally.
- Following the development of the initial children and young people Hafal report, the programme developed a **National Youth Stakeholder Group** in partnership with the Whole School Approach team at Welsh Government. The group will help to drive engagement plans beyond the lifespan of the programme, with an ambition of fully supporting co-production at a national, regional and local level.



6.8 Pathology

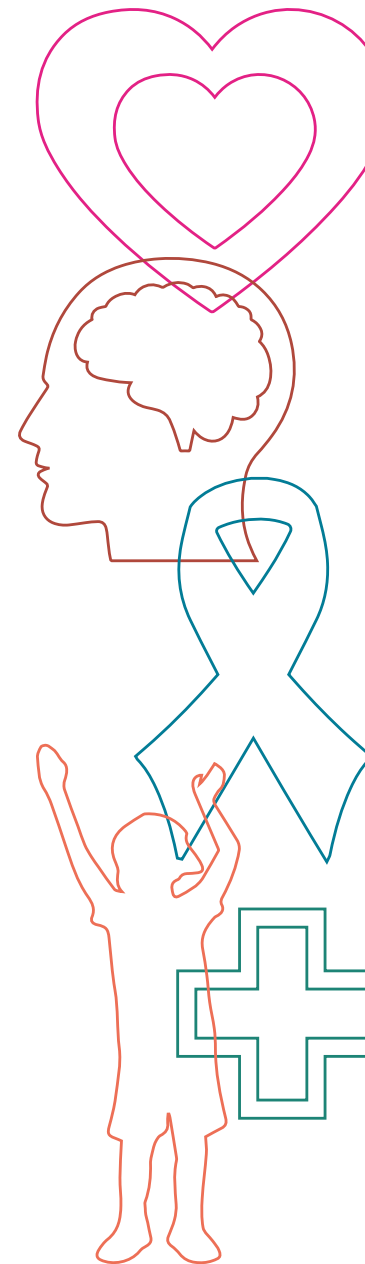
The *Statement of Intent for Pathology*, launched in April 2019, provides the mandate for the establishment of the National Pathology Network replacing the former National Pathology Programme Board and All Wales Pathology Collaborative.

The scope of the network will be determined by chief executives, but will be predominantly aligned to the delivery of the objectives outlined in the statement of intent, focusing on:

- supporting delivery of the Welsh Programme for Government.
- developing and implementing a programme of strategic work which contributes to delivering the vision of the statement of intent.
- adopting all Wales standards and protocols for pathology services in NHS Wales.
- a National Pathology Network Strategy Board to oversee the work of the National Pathology Network and the management and execution of the Pathology Strategic Plan.

Key achievements in 2018/19:

- Production of the **Statement of Intent for Pathology**. This addresses the current challenges facing pathology services in Wales by identifying eight priority areas where new strategic approaches are required for the development of high quality, effective and resilient pathology services. Effective diagnostic services are essential to both the prevention and management of disease with improvements in these helping to transform the patient pathway and patient experience, leading to better clinical and economic outcomes. The statement of intent is consistent with the Welsh Government ambitions outlined in *Taking Wales Forward: Healthy and Active and Parliamentary Review of Health and Social Care in Wales*.
- Development of a new **National Pathology Network** to act as an enabler to deliver the actions of the statement of intent, with associated delivery work streams. The network has agreed an oversight board – the National Pathology Network Strategy Board - and has set out key priorities for its delivery groups - Pathology Workforce and Education Group, Point of Care Strategy Board and the National Pathology Operational Managers Group.
- Building on the work of the verification phase of the **National Digital Cellular Pathology Programme** by progressing the work of phase two - national scale up. Work was progressed through the procurement and installation of digital scanners and hardware/software at each health board. Agreement was also received for the placement of an interim hub solution at Betsi Cadwaladr University Health Board allowing other health boards to connect as spokes.



6.9 Lymphoedema Network Wales

Lymphoedema Network Wales was established in 2011, following the publication of the Welsh Government Lymphoedema Strategy (2009). All lymphoedema services in Wales are supported and strategically managed by the network, which ensures all services are standardised to reduce care variations, and supports innovations in care. The network is hosted by Swansea Bay University Health Board and is supported by strategic programmes within the Collaborative.

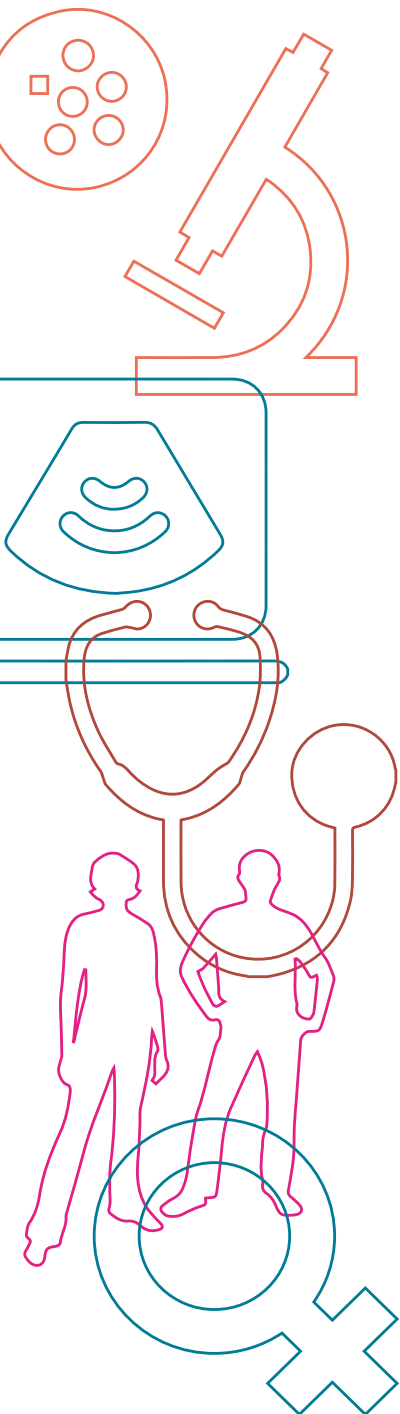
The network has three work programmes:

- Service development.
- Education, audit and research.
- Innovation and technology.

Within each programme are numerous project groups, including Lymphatic Venous Anastomosis, Data Performance Capacity and Demand, National Paediatric Service, Tenovus Mobile Lymphoedema Unit, and Nursing Home Awareness.

Key achievements in 2018/19:

- Since 2011, awareness of lymphoedema has improved resulting in a higher prevalence than initially expected. The original allocation of central monies was based on estimated demand of 6,000 patients per year. In recent years, this figure has increased to more than 20,000 patients per year which led to the production of a **Lymphoedema Value Based Business Case**. This is based on embedding innovative and sustainable practice within lymphoedema services across NHS Wales. This has the potential to deliver a return on the proposed investment of over 300%, as well as achieving significantly favourable outcomes for patients.
- The **All Wales National Compression Garment Contract and Formulary** was launched in September 2018. The new contract will reduce waste, harm and variation across Wales, as well as supporting prudent healthcare and providing the best outcome for patients.
- **Peer review of all lymphoedema services in Wales** to identify any variation gaps. This has demonstrated that the ratio of therapist to patients is considerably higher than recommended. Each lymphoedema healthcare worker has an average caseload of 613 where the recommended caseload is between 150-220 patients. The peer review also identified significant variation in the numbers of dedicated lymphoedema staff working within each health board, with some individual professionals being expected to manage 1,039 patients. The findings are addressed through the value based business case.



6.10 Imaging

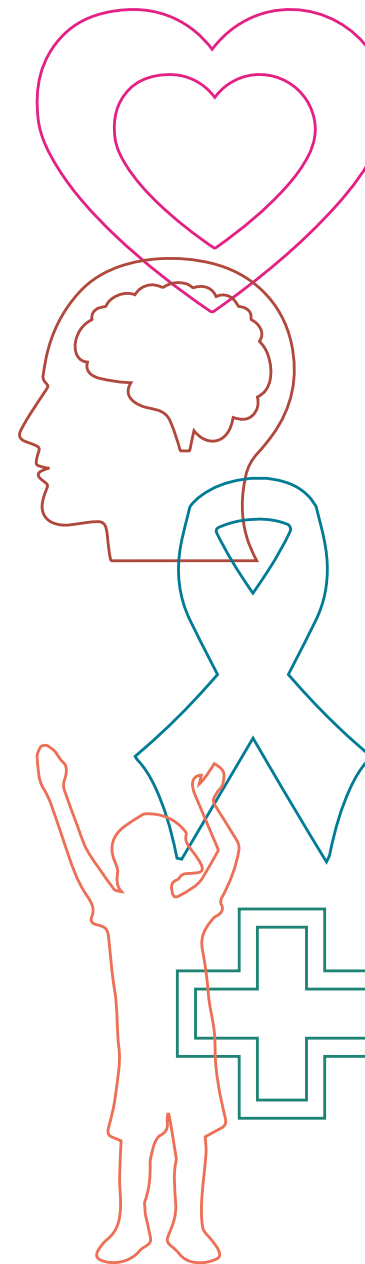
The official launch of the *Statement of Intent for Imaging* in March 2018 provided the mandate for the establishment of the National Imaging Network replacing the former National Imaging Programme Board and South Wales Imaging Collaborative.

The scope of the network will be determined by chief executives, but will be predominantly aligned to the delivery of the objectives outlined in the statement of intent, focusing on:

- Supporting delivery of the Welsh *Programme for Government*.
- Developing and implementing a programme of strategic work which contributes to delivering the vision of the statement of intent.
- Adopting all Wales standards and protocols for imaging services in NHS Wales.
- A National Imaging Network Strategy Board to oversee the work of the National Imaging Network.

Key achievements in 2018/19:

- The **National Imaging Academy Wales** was developed in response to concerns about the fragility of the imaging workforce in Wales. Its main purpose is to develop and deliver a planned programme of work to address the challenges facing clinical radiology and ensure Wales has a high quality and sustainable radiologist workforce for the future. The Academy has 22 consultant radiologist trainers and opened its doors to new radiology trainees in August 2018. It has become the hub for meetings for diagnostic imaging in Wales. The Academy was officially opened in February 2019 by the Minister for Health and Social Services and has an increasing profile, generating opportunities for research and innovation.
- Welsh Government published the **Imaging Statement of Intent** in March 2018 to address the current challenges in diagnostic and therapeutic imaging across NHS Wales. The **National Imaging Network** will be the vehicle for managing the ambitions of the statement of intent and the recommendations from the 2018 Welsh Audit Office Radiology Services Report, through the development of a nationally co-ordinated implementation plan.
- Authority provided by chief executives to initiate work on a replacement for the **Picture Archive System (PACS)**. The service has taken the opportunity to extend this to include a review of radiology informatics with the aim of developing an outline specification for an end-to-end diagnostic radiology system (from referral to report).



6.11 Laboratory Information Network Cymru (LINC)

The LINC Programme is leading the procurement and implementation of a new laboratory information management service for NHS Wales, and the wider change programme. LINC is a significant, enabling programme to support the delivery of a modern, sustainable pathology service as part of a wider transformation plan set out in the *Pathology Statement of Intent*.

LINC has multiple and complex stakeholders with different levels of interest in the programme. Key stakeholders have been engaged through events and meetings, and regular communication briefings.

Key achievements in 2018/19:

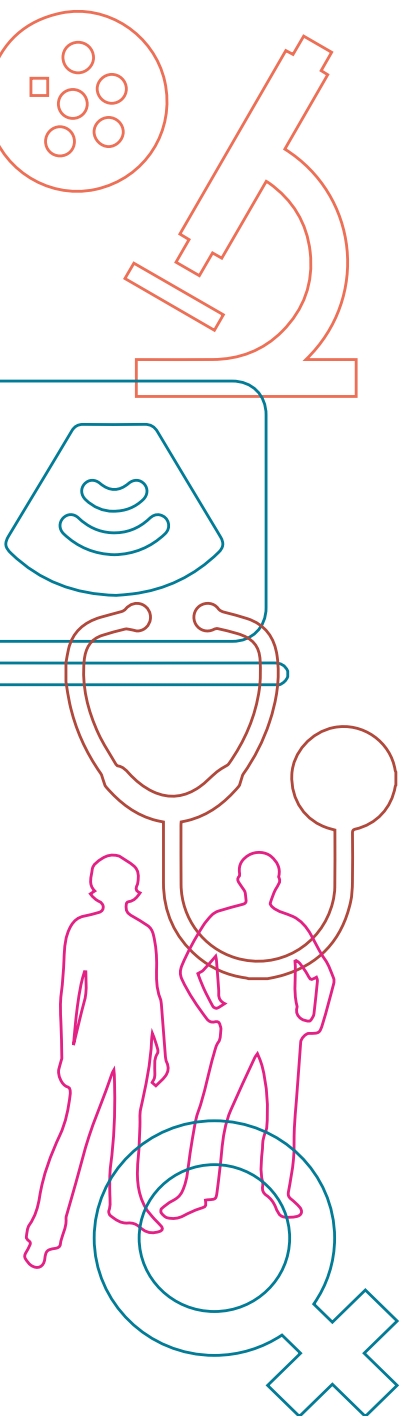
- Extensive work to **engage with stakeholders** throughout the year to raise awareness of the LINC programme and to engage the views of the service. More than 40 workshops were held to contribute to the business case and the development of the requirements for the new service.
- The **Outline Business Case** was approved by all health boards and trusts and a Welsh Government scrutiny panel has recommended approval, subject to responses to comments.

6.12 Women's Health Implementation Group

The Women's Health Programme was initiated at the request of the Cabinet Secretary, following the publication of the *Report of the Welsh Task and Finish Group to Review the Use of Vaginal Synthetic Mesh and Tape*. The Implementation Board is supported by Welsh Government and reports directly to the Health Minister. Recommendations from the Vaginal Mesh Report, as well as the reports on Faecal Incontinence and Endometriosis, will require significant service change in NHS Wales. A Programme Manager for Women's Health was appointed to the Collaborative to coordinate an all Wales approach and ensure delivery.

Key outputs of this work are intended to be:

- a new care pathway for Women's Pelvic Health and Wellbeing.
- revised surgical services including identification of specialist centres.
- revised processes for data collection and analysis.
- improved approaches to prevention.



6.13 Primary Care

The Collaborative provides support to the collective work of the Directors of Primary Care and Community Care. This is captured in a forward work plan and complements work on the national strategy for primary care. An Annual Report is produced on behalf of the Directors of Primary and Community Care.

6.14 NHS Wales Peer Review Framework

Under the *NHS Wales Peer Review Framework* (2017), the Collaborative is committed to support the development, implementation and running of peer review programmes within the fields covered by each of its networks and, subsequently, in other areas of clinical practice. The intention is to build on the success of peer review programmes delivered by the Wales Cancer Network and, more recently, the Wales Critical Care and Trauma Network.

The expected outcomes of peer review include:

- improvement in the safety, quality and effectiveness of services.
- a better experience for patients.
- consistent sharing of good practice and demonstrable commitment to prudent healthcare.

The initial priority has been to ensure all of the clinical networks within the Collaborative are delivering peer review programmes, timetabled over a rolling three year period, that meet the requirements of the Framework.

During 2018/19, the following clinical networks have undertaken preparatory work to implement peer review programmes commencing in 2019/20:

- Wales Cardiac Network.
- Wales CAMHS/ED Network (for CAMHS services in the first instance).
- Wales Maternity and Neonatal Network (for neonatal services in the first instance).

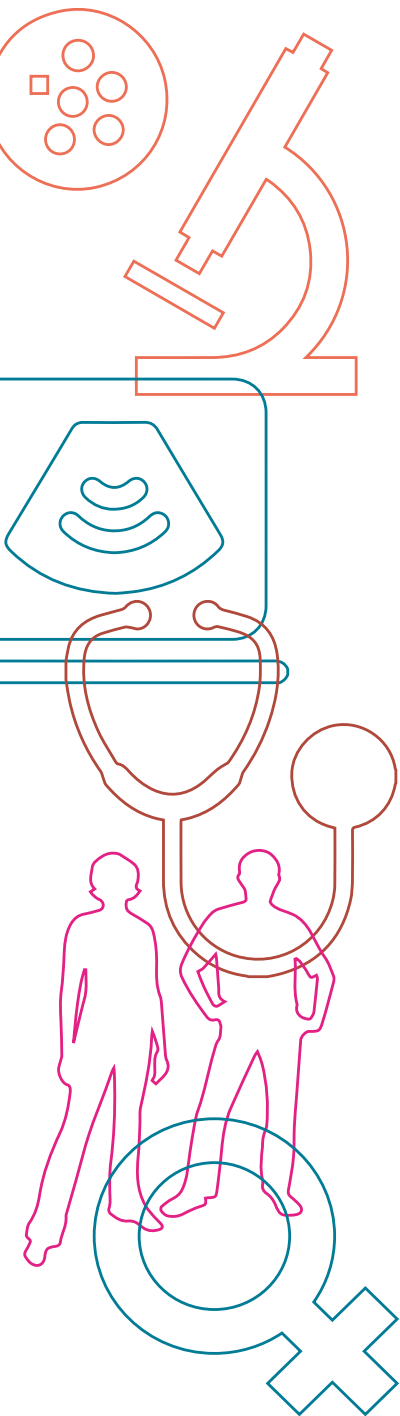


7 VALUING OUR STAFF

The progress made and achievements through the year are due to the commitment and hard work of all our staff and those who work with us. This Annual Report has been prepared through contributions from staff and to reflect examples of achievements important to them.

The number of staff working for the Collaborative grew through 2018/19 in response to our expanding work programme.

Listening to staff and acting on their feedback is essential. Staff focus groups were held to review the feedback from the staff survey and to identify actions for improvement. This led to the production of a staff survey action plan, implementation of which will be led by a new staff forum in 2019.





Ein Gwerthoedd

Cydweithio, gydag ymddiriedaeth
a pharch, i wneud gwahaniaeth



Our values

Working together, with trust and
respect, to make a difference

8 2018/19 FINANCIAL PERFORMANCE

The 2018/19 Collaborative annual net outturn was £11.7m.

The agreed 2018/19 forecast financial position for the Collaborative was an underspend of £450k. This net underspend position related to part year vacant posts and slippage against planned projects. In line with the requirements of the hosting agreement, the £450k forecast underspend was returned to health boards and trusts in proportion to their original contributions to the Collaborative budget. As a result, the Collaborative achieved a break-even position at the 2018/19 year end.

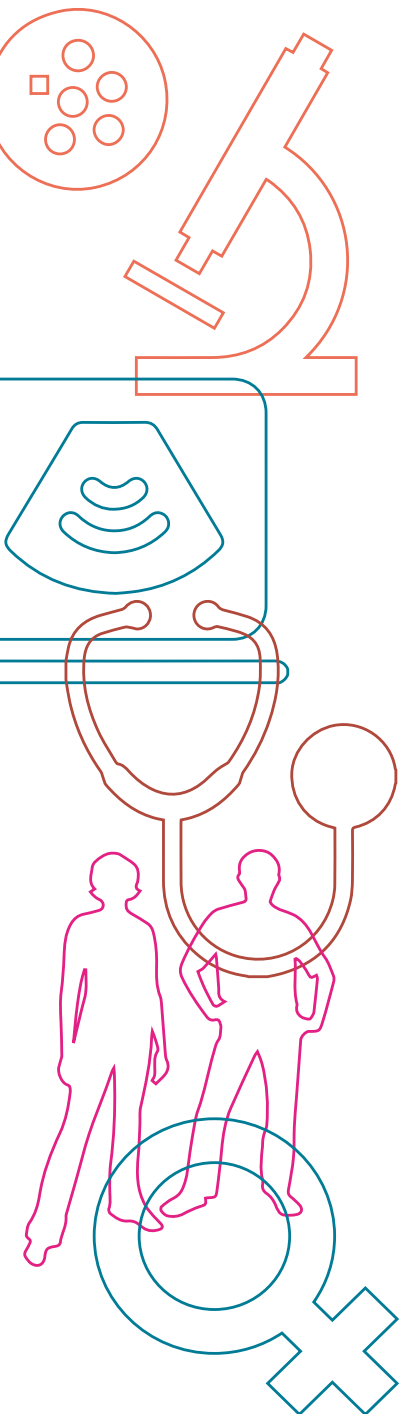
The core budget includes the agreed legacy budgets of those parts of the Collaborative that were previously in Public Health Wales, together with a number of additional programmes and the following clinical networks:

- Child & Adolescent Mental Health Services/Eating Disorders Network.
- Wales Cancer Network.
- Wales Cardiac Network.
- Wales Critical Care & Trauma Network.
- Wales Neonatal Network.
- Wales Maternity Network.

The table below provides a summary and details of the 2018/19 financial outturn and net spend:

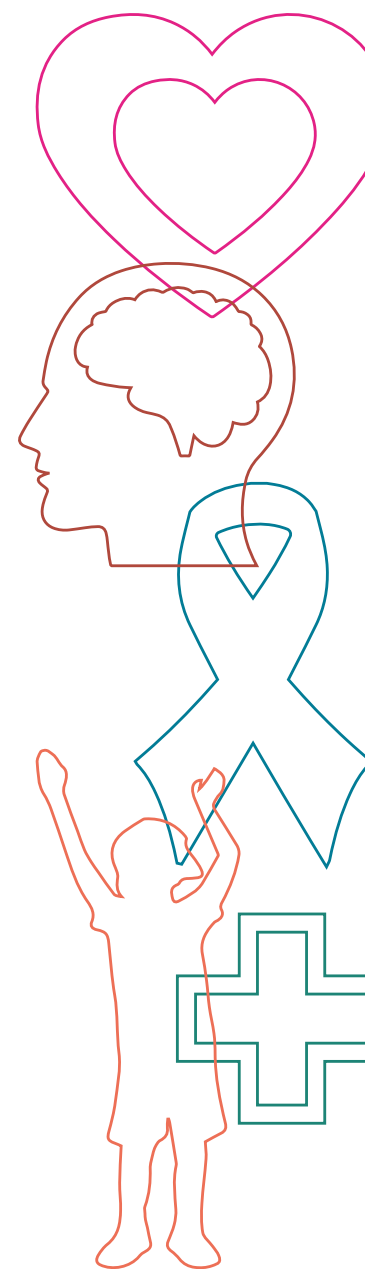
Summary of 2018/19 outturn

Type	WTE	2018/19 actual levels	
		£000s	%
Income		(11,672)	50.0%
Pay	88.47	5,373	23.0%
Non pay		6,299	27.0%
Total	88.47	(1)	100.0%



Summary of 2018/19 net spend

Teams/Clinical Networks	2018/19 net spend	
	£000s	%
Business, Governance & Finance	698	6.0%
All Wales CAMHS/ Ed Network	305	2.6%
Cancer Network	6,173	52.9%
Cancer Delivery Plan	1,018	8.7%
Cardiac Network	502	4.3%
Critical Care & Trauma Network	493	4.2%
Diabetes Implementation	3	0.0%
Director	674	5.8%
LINC	271	2.3%
Lymphoedema	479	4.1%
Maternity Network	80	0.7%
Neonatal Network	297	2.5%
Perinatal Mental Health	17	0.1%
Planning	148	1.3%
Programmes	437	3.7%
Together For Children & Young People	70	0.6%
Women's Health	7	0.1%
2018/19 total net spend	11,672	100.0%



9 FORWARD LOOK - 2019/20

This section highlights some of the key priorities for the Collaborative in 2019/20.

9.1 Collaborative wide, whole organisation contribution and development

- **Develop a planning system** that aligns programmes and networks with each other and with the existing NHS Wales strategic planning methodology, enabling the national priorities to be reflected across organisational specific strategic plans.
- **Build a strategic relationship** with the Life Sciences Hub to support innovation and problem solving across the national programmes and networks.
- **Develop staff skills** in change management through the Bevan Commission Transformation masterclasses.
- Develop a programme of **organisational development** for the Collaborative so that synergies between programmes and networks are maximised.
- Expand number of clinical networks running **peer review** in accordance with NHS Wales Peer Review Framework.

9.2 Network/ programme specific

- Establish the new **Wales Maternity and Neonatal Network**, including:
 - appointments to new clinical and managerial roles and posts.
 - development of network and individual priorities and work plans for maternity and neonatal aspects, informed by the forthcoming NHS Wales Maternity Services Vision.
- Develop national training packages for the **Wales neonatal workforce** to include peer support and professional mentorship.
- Formally take on responsibility for supporting additional **major conditions implementation groups** and the transfer in and recruitment of relevant staff.
- Further work to implement the **NHS Wales Mental Health Network**, with the formal establishment of four sub groups, tasked with determining priorities and overseeing the development and implementation of work plans for the areas within their scope:
 - Child and Adolescent Mental Health Sub Group.
 - Adult Mental Health Sub Group.
 - Perinatal Mental Health Network Board.
 - Eating Disorders Sub Group.

- Review the findings of the NHS Wales Delivery Unit's review of **primary care Child and Adolescent Mental Health Services** and develop plans to support the implementation of the recommendations.
- Consider implications of the new **Eating Disorders Framework**, once approved, and support the implementation of any required changes.
- Support health boards in ensuring all community teams meet the all Wales **perinatal mental health** standards.
- Support key areas of work for the **Together for Children and Young People Programme** and prepare for programme handover in October 2019.
- Support **redesigned pathways** to improve access to and outcomes of: Acute Coronary Syndrome; Heart Failure; Atrial Fibrillation.
- Support NHS Wales to improve cancer survival through work to improve access to optimal pathways (these include the **Single Cancer Pathway and Detecting Cancer Early programmes**), ensuring synergies between the work of the Wales Cancer Network and the strategic programmes for pathology, imaging and endoscopy.
- Support delivery of strategic investment in **Critical Care Services** (£15m) as agreed by Welsh Government, advised by a task and finish group.
- Procure and commence the implementation of a **Wales Critical Care Clinical information System**.
- Complete **Major Trauma** Programme Business Case and ensure hand over of management from network board to the operational delivery network, to meet the aspiration to 'go live' in April 2020.
- Maintain support to the national **primary care** agenda.
- Facilitate improvements in endoscopy through the leadership and development of the **nationally directed endoscopy programme**, to include the publication of a national plan by October 2019.
- Drive forward implementation of the Statements of Intent for Pathology and Imaging through the **National Pathology Network** and the **National Imaging Network**.
- Continue to build on the **Digital Cellular Pathology Programme** through the development of a third programme phase, which will allow for managed infrastructure and storage requirements while improving digital image capability across Wales.
- Continue to deliver against the strategy for the development of **lymphoedema services**, to provide for a sustainably commissioned quality service.
- Through the LINC programme, work with NWIS to deliver the Full Business Case and procure a new **national laboratory information service**.
- Coordinate an all Wales approach to delivery of key outputs for the **Women's Health Programme**, including a new care pathway and improved approaches to prevention.

For further information, please contact:

Telephone: 02920 815900

Email: NHSWHC.ContactUs@wales.nhs.uk

NHS Wales Health Collaborative

River House, 1st Floor

Ynys Bridge Court, Gwaelod y Garth

Cardiff, CF15 9SS



GIG
CYMRU
NHS
WALES

Cydweithrediad
Iechyd GIG Cymru
NHS Wales Health
Collaborative