

**Date:** **Wednesday 14 July**

**Venue:** **Committee Room 3, National Assembly for Wales**

**Title:** **Health Commission Wales – Annual Work Programme 2004/5**

## **Purpose**

1. The purpose of this paper is to inform the Health and Social Services Committee of the key achievements of Health Commission Wales in 2003/4, and to outline its work programme and key objectives for 2004/5.

## **Summary**

2. This paper reports on the progress achieved by Health Commission Wales in its first year of existence and its work programme and key objectives for 2004/5.

3. The paper highlights significant achievements in improving specialist health services for the population of Wales, including the reduction of waiting times in cardiac services and for plastic surgery.

4. The paper outlines the work programme and key objectives for Health Commission Wales in 2004/5, in particular achieving service and financial framework targets, including the further reduction of waiting times and the completion of a number of reviews of specialist services.

## **Background**

Health Commission Wales was established in April 2004 as an Executive Agency of Welsh Assembly Government. It is responsible for:

- Providing a strengthened Specialist Health Services Commissioning body that would commission tertiary and other highly specialised services throughout Wales.

- Giving advice to NHS Wales on the commissioning of specialised, secondary and regional services.
- Providing dedicated guidance, support and facilitation in relation to acute services commissioning.

## **Aims and Objectives**

The primary objective of Health Commission Wales (Specialist Services) is to ensure that Wales derives the maximum possible benefit from the Specialist Services Commissioning and, in particular to:

- Secure an appropriate range of high quality, best value specialised services for the people of Wales within an agreed budget
- Place the needs of patients, their families and friends and the public at the forefront of HCW(SS) business
- Develop effective partnerships with all key stakeholders
- Ensure effective commissioning processes are consistent with NHSWD targets, priorities and objectives and with LHB commissioning
- Ensure equity of access
- Ensure the customer focus of operational processes

The full range of specialist services for Wales commissioned by HCW is outlined in appendix 1. These include specialist cancer, cardiac services, Welsh Blood Service and other specialist services.

## **Achievements in 2003/4**

In May 2004, the Health & Social Services Committee received details of Health Commission Wales achievements in 2003/4 (a copy is attached at appendix 2).

Key achievements for Health Commission Wales' first year include:

- No one is waiting over 10 months for cardiac surgery in Wales
- Waiting times for angioplasty have been reduced to no more than 12 months.
- Waiting times for angiography have been reduced to no more than 6 months.

- By the end of March 04 no one waited over 18 months for plastic surgery
  - in South Wales and the small number of patients in North Wales have
  - been offered dates for their procedures.
  - More patients are receiving dialysis at Cardiff and Swansea following investment in more dialysis capacity
  - A major increase in renal transplants has been funded: 70 people received
  - kidney transplants – 20 more than the previous year.
  - A £1.5m investment plan in the Welsh Genetics Service was delivered
  - which was designed to ensure that the service maintains its first class
  - reputation within the UK and further afield.
  - Achieved the target for the reduction of patients inappropriately placed in High Secure Hospitals.
- **Health Commission Wales has been established effectively and through recruitment and internal development is increasing its effectiveness and maturity as the commissioner of specialist health services for the population of Wales.**

## **Work Programme and key objectives 2004/5**

The National Commissioning Advisory Board has approved Health Commission Wales' Commissioning plan and its Corporate Business Plan for 2004/5.

### **The key objectives for 2004/5 are to:**

#### **Further reduce waiting times**

- Reduce the maximum waiting times for routine angioplasty from 12 months to 8 months
- Reduce the maximum waiting times for cardiac surgery from 10 months to 8 months
- Reduce waiting times for in-patient and day cases in specialist services, including neurosurgery and plastic surgery, to a maximum of 18 months
- Improving Specialist Mental Health Services
- Commissioning increased capacity for Medium Security at the new Caswell Clinic.

#### **Improve specialist screening programmes for**

- Cervical cytology
- Breast cancer screening
- Neonatal hearing screening

#### **Develop costed action plans for**

- Meeting cancer standards for specialised cancers
- Delivering the specialised cardiac services element of the Coronary Disease NSF

- Delivering sustainable specialised Child and Adolescent Mental Health Services
- Implementing the new policy on IVF/ fertility services

## **Complete reviews of several specialist services for Wales, including**

- Paediatric neurosurgery services for south Wales
- Neuroscience services for Wales
- Cancer services in Swansea
- Neonatal services for Wales
- Thoracic Surgical services in South Wales
- Cystic Fibrosis services (adult) in Cardiff

The detailed work programme by service area as attached to the Corporate Business Plan is attached as Appendix 3.

## **Key services pressures are expected in:**

**Eating Disorder services** - referrals to specialist in-patient eating disorder services have increased dramatically. HCW is working with NHS Trusts and LHBs to understand the changes in demand and develop an action plan to develop local services to meet the needs of these patients

**Renal Dialysis** - demand for renal dialysis continues to increase despite the increase in renal transplants. HCW is working to meet these pressures through a phased implementation of an agreed action plan

**Plastic surgery** - out patient waiting list are excessively long in South Wales and HCW is working with Swansea Trust to identify ways of reducing these waiting times significantly

## **Financial implications**

15. Outturn figures for 2003-04 are still to be finalised, but are expected to show that all existing commitments have been met within existing resources. The forecast outturn for 2004-05 and beyond indicates considerable financial pressure against available resources.

## **Action for Subject Committee**

16. The Committee is asked to note the contents of this report.

**Jane Hutt**  
**Minister for Health & Social Services**

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**Appendix 1 – List of Services to be commissioned by Health Commission Wales (Specialist Services)**

<p><b>Specialised Service</b></p> <p><b>(Adult Services)</b></p>	<p><b>Description</b></p>
<p>Aids &amp; equipment:</p>	<p>Assessment and provision of equipment for people with complex physical disability: Prosthetics and complex orthotics, specialised wheelchair provision including complex postural seating and powered wheelchair controls, specialised communication aids (excluding all forms of hearing aids and cochlear implants), environmental controls and other electronic assistive technology, and telecare. All services provided by the Artificial Limbs and Appliances Service.</p>
<p>Allergy</p>	<p>Treatment of complex allergic disease or allergic disease requiring special facilities for investigation and management normally available only in national specialist centres.</p>
<p>Ambulance services</p>	<p>Emergency transport services for the sick and injured.</p>
<p>Blood and bone marrow transplantation</p>	<p>Autografts and Allografts, all phases.</p>
<p>Blood transfusion and tissue typing services</p>	<p>The collection, testing and distribution of blood and blood products in Wales, including autologous transfusion, storage and distribution of blood products, tertiary reference service for transfusion serology, a medical advisory service and support to the transfusion medicine teaching curriculum; maintaining the Welsh Bone Marrow Donor Registry and a tissue typing service for transplantation.</p>

Burns services	The treatment of complex burns including acute surgical care, intensive care, rehabilitation and multiple in-patient and out-patient interventions for reconstructive surgery.
Cancer Services	<p><u>Specialised services:</u> Continuous Hyperfractionated Accelerated Radiotherapy (for lung cancer), stereotactic radiosurgery, total skin electron beam radiotherapy cutaneous lymphoma only, micrographic surgery for skin cancer, thoracic surgery for the treatment of cancer, exenterative surgery for gynaecological cancer, brachytherapy, hyperthermia, radionuclide therapy, specialised palliative care services for common cancers, stents, laser and cryotherapy, photodynamic therapy, conformal radiotherapy, photopheresis, positron emission tomography scanning, testing people for cancers that have genetic or familial associations including familial polyposis, hereditary non-polyposis, colon and breast.</p> <p><u>Specialised conditions:</u> brain/central nervous system/spinal cancers, endocrine, sarcoma (soft tissue and bone), specialised aspects of skin cancer (eg melanoma (any site)), cutaneous lymphoma, Human Immunodeficiency Virus related malignancies, mesothelioma, specialised gynaecological cancers – vulval, vaginal and germ cell cancers, head &amp; neck cancers, haematological malignancies such as leukaemia, lymphoma and myeloma, urological cancers - complex bladder, retro-peritoneal surgery, testes, lymph node section, complex penile; pituitary tumours and adolescent cancer.</p>
Cardiology and cardiac surgery	Cardiothoracic transplantation (including implantable ventricular assist devices), pulmonary hypertension, cardiac electrophysiology, congenital heart disease, invasive cardiology, angiography and cardiac surgery.
Cleft lip and palate services	Services provided by all relevant specialties.
Colorectal	Management of treatment failure in colorectal cancer, cancer prevention in high risk patients, complicated inflammatory bowel disease, functional bowel disease resistant to routine modalities, complex anal surgery, complex nutritional problems, specialised diagnostic and therapeutic techniques.
Cystic fibrosis	All services including outreach and shared care.
Dermatology	The investigation and treatment of rare diseases and the management of severe diseases not suitable for, or not responding to conventional treatment available in most dermatology departments.

Ear surgery	Cochlear implants, bone anchored hearing aids, auditory brainstem implants (adults only) and middle ear implantable hearing aids (adults only).
Endocrinology	Pituitary disease, thyroid & parathyroid disease, complicated hypothyroidism and thyrotoxicosis, severe or progressive thyroid associated ophthalmopathy, parathyroid disease, adrenal disease, management of neuro-endocrine tumours, surveillance of adult survivors of childhood endocrine disease and malignancy, reproductive endocrinology, complex metabolic bone disease, complex diabetes mellitus, complex hyperlipidaemia, androgen replacement, familial endocrine disorders and morbid obesity.
Genetics	Medical clinical genetics, laboratory genetics, cytogenetics, molecular genetics, metabolic biochemistry, and planning for population screening.
Haemophilia and other bleeding disorders	All activity including genetic support.
Hepatology, hepatobiliary and pancreatic surgery	Services for chronic hepatitis B & C, acute liver failure, advanced complications of cirrhosis, benign and malignant liver tumours and cancer of the intra and extra-hepatic biliary tree (including pancreas). Hepatobiliary and pancreatic surgery.
Hyperbaric oxygen treatment	Emergency and elective requirements covering treatment of decompression accidents and a wider range of disorders, such as particular wound problems and some infections as well as emergency requirements.
Immunology	Clinical laboratory investigation for the diagnosis, clinical assessment and treatment of patients with suspected and established primary and humoral immunodeficiencies and the monitoring of complex therapies.
Infectious diseases	High risk inpatient infectious disease activity.
Mental Health	Tertiary eating disorder services, neuropsychiatry, forensic services excluding low secure, mental health services for deaf people, gender identity disorder, perinatal psychiatric services (mother and baby) units, complex and/or treatment resistant disorders (excluding addiction, psychological therapies & Aspergers syndrome)

Neurosciences	Neurosurgery; specialised Neurology (excluding in-patient stroke and cerebral haemorrhage); Neurorehabilitation; Neuropathology; Neurophysiology; Neuroradiology; Neuroophthalmology; Neurootology.
NHS Direct	NHS Direct services
NSCAG designated services	Highly specialised services which are commissioned by the National Specialist Commissioning Advisory Group; these are included within specific specialised service definitions.
Obesity	The specialised medical and surgical aspects of specialised morbid obesity for both children and adults with a body mass index of 40+ or 35+ with co-morbidities.
Orthopaedic	Surgery for spinal injury or deformity, tumours of the spinal column, management of difficult back pain and instability, spinal infections, pelvic osteotomy, major limb deformities, bone tumours, complex or difficult fractures, specialised revision arthroplasty.
Pain management	Specialised referral centre facility; advanced pain management techniques in adult palliative care, assessment and management of patients with complex intractable non malignant pain, neuromodulatory techniques, neurodestructive techniques, drug delivery systems and intensive inter-disciplinary cognitive behavioral therapy.
Parenteral nutrition	Home care packages and support provided by hospital team.
Pathology services	Specialised pathology includes any services provided on a national basis or serving a population greater than that of a single Trust, pathology service or pathology network or which will benefit from collaboration on a supraregional basis.
Pharmaceutical Services	Regional clinical support, quality and technical & surgical materials testing services.
Plastic Surgery	Restoration of form or function of body parts by surgical reconstruction.
Rehabilitation	Complex rehabilitation for brain injury and complex disability: Centres providing a significant proportion of complex rehabilitation – excluding local aftercare and rehabilitation.



Renal services	Treatment for: end stage renal failure, acute renal failure, general nephrology (provided in a main nephrology unit) and renal related surgery including dialysis.
Respiratory	Sleep related breathing disorders services & continuous positive airways pressure support, home ventilation, central airway obstruction, respiratory intensive care, occupational lung disease, pulmonary vascular services, thoracic surgery, multi-drug resistant tuberculosis, chronic infection of damaged lungs, immune deficiency syndromes and ciliary dyskinesia, specialised tests & techniques including some respiratory function testing.
Rheumatology	Tertiary referral for complex connective tissue disease, complex needs, metabolic bone disease, rare conditions. Obstetric service: management of pregnancy in the context of connective tissue disease. The management of rheumatoid cervical myelopathy.
Screening	National population screening programmes including NHS Breast Screening Programme, Cervical Screening Wales and New Born Hearing Screening Wales.
Spinal services	Spinal injuries (with damage or threat to spinal cord function) – all activity in designated centres, complex spinal deformity surgery and reconstructive spinal surgery (without threat to spinal cord function).
Thoracic surgery	Surgery on the lungs and thoracic cavity and walls excluding cardiac surgery. Surgery for pulmonary vascular disease.
Vascular	Treatment of leaking or ruptured aneurysms, acute limb ischaemia, vascular trauma and iatrogenic vascular injury, abnormal blood vessels, limb ischaemia, carotid artery disease, peripheral and visceral arterial disease and venous disease including varicose veins, and vascular access surgery.
Women's health	Fetal medicine including prenatal diagnosis and fetal therapy; congenital abnormalities of the genital tract, infertility services involving in vitro techniques (excluding complex minimal access surgery, complex urinary, faecal incontinence & genital prolapse).
<b>Children's Specialised Services</b>	<b>Description</b>

Aids & equipment:	Assessment and provision of equipment for people with complex physical disability: Prosthetics and complex orthotics, specialised wheelchair provision including complex postural seating and powered wheelchair controls, specialised communication aids (excluding all forms of hearing aids and cochlear implants), environmental controls and other electronic assistive technology and telecare. All services provided by the Artificial Limbs and Appliances Service.
Allergy	Treatment of complex allergic disease or allergic disease requiring special facilities for investigation and management normally available only in national specialist centres.
Blood and bone marrow transplantation	Autografts and Allografts, all phases.
Burns & plastic surgery	All burns care from tertiary centres  All plastic surgery is included.
Cardiac surgery	All paediatric cardiothoracic surgery services
Cardiology	All paediatric cardiology services
Child & Adolescent Mental Health	<p>Tier 4 services:- the NHS-funded CAMHS placements outside Wales; inpatient psychiatric services within and outside Wales; forensic CAMHS; components of bi- and tri-partite funded placements.</p> <p>Tier 3 services;- day patient services; specialist NHS-funded CAMHS inputs to residential schools and specialist care settings in support of children's and young people's placements; community and other intensive therapy programmes (e.g. community intensive therapy teams [CITT]); provision of specialised services in support of regional NHS specialist children's services (e.g. burns and plastic surgery services; neurological, neurosurgical and brain injury services; and oncology services); and community forensic CAMHS.</p>
Cleft lip and palate services	Services provided by all relevant specialtes.
Complex gynaecological, congenital disorders	The majority of this workload is concerned with intersex disorders and related conditions.

Cystic fibrosis	All services including outreach and shared care.
Dermatology	7 conditions/treatments: multisystem skin disorder – e.g. neurocutaneous disease, vasculitis, psoriatic arthritis; connective tissue disease, immunosuppression; large haemangiomas and vascular malformations: rare disorders – e.g. immunobullous; rare genetic disorders – e.g. ichthyosis, xeroderma pigmentosum, ectodermal dysplasias; epidermolysis bullosa; phototherapy
Ear, nose and throat	7 conditions/treatments: congenital ear surgery; bone anchored hearing aids; cochlear implants; management of laryngo-tracheal stenosis; repair of choanal atresia; management of severe congenital and developmental malformations of the head and neck; ENT aspects of head and neck tumour surgery; routine ENT surgery in children with substantial developmental, immunological or other systemic disease
Endocrinology and growth	All children's endocrinology services are specialised apart from:  primary congenital hypothyroidism; delayed puberty; short stature (including failure to thrive and psychosocial problems) and tall stature; growth hormone-insufficiency; uncomplicated diabetes
Gastroenterology	Gastroenterology: intestinal failure; inflammatory bowel disease; gastrointestinal bleeding; complex motility disorders including the severe end of constipation and gastro-oesophageal reflux; protracted diarrhea (greater than 3 weeks duration and weight loss); congenital transport disorders; Multiple food intolerances; coeliac disease (unless pathology and paediatric dietetic service available locally); pancreatitis; pancreatic exocrine insufficiency other than cystic fibrosis  Hepatology: neonatal hepatitis syndromes; childhood chronic liver disease; surgical liver disease; jaundice not due to uncomplicated hepatitis A infection  Nutrition: home parenteral nutrition, nutrition for complex disorders whether supportive or primary treatment; gastrostomy and jejunostomy tube feeding  Specialised investigations: upper and lower GI endoscopy; liver biopsy; Intestinal biopsy; rectal biopsy; oesophageal pH monitoring; breath hydrogen tests; pancreatic function tests; motility studies and manometry
Genetics	All medical genetics services from regional centres

Haematology-non-malignant	All activity for haemophilia and other congenital bleeding disorders including genetic support; paediatric thrombosis including associated anticoagulation; haemoglobinopathies; red cell enzyme defects; red cell membrane defects; autoimmune problems; autoimmune haemolytic anaemia; chronic idiopathic thrombocytopenic purpura; congenital neutropenias; aplastic and hypoplastic bone marrow disorders; paediatric myelodysplasia; congenital and acquired hemophagocytic syndrome; specialised paediatric laboratory services
Immunology disorder, infectious disease, allergy	See all age definitions for immunology & allergy. Infectious disease: Specialised treatment is required where the infection is very serious, persistent, unusual or recurrent (SPUR) e.g. meningococcal septicaemia, severe tuberculosis, unusual fungal infections, HIV infection and tropical infections including falciparum malaria.
Metabolic medicine	Advice needed from tertiary centre for all metabolic conditions
Neonatology	All intensive and high dependency care in hospitals providing intensive care (not special care)
Nephrology	Complicated nephritis and the provision of percutaneous renal biopsy;  Management of acute renal failure with dialysis/filtration therapy as necessary; management of chronic renal failure (progressive renal impairment); treatment of end-stage renal failure
Neurosciences	All neurosurgery; specialised aspects of neurology, neuropsychiatry, neurodiagnostic services; complex disability and rehabilitation
Obesity	The specialised medical and surgical aspects of specialised morbid obesity for both children and adults with a body mass index of 40+, or 35+ with co-morbidities.
Oncology	All child cancers services includes malignant haematology and related palliative care services

Ophthalmology	11 conditions/treatments: penetrating trauma of the eyes; difficult/complicated cases of strabismus; lid surgery; congenital cataract & glaucoma; retinoblastoma; orbital and optic nerve tumours; retinal detachment and retin-vascular conditions; corneal grafting/opacification; electrodiagnostic tests on inherited nerve disorders; orbital enlargement for microphthalmos and anophthalmos; retinopathy of prematurity treatment; periocular vascular anomalies.
Oral & maxillo facial	8 conditions: complex dentoalveolar trauma, facial fractures and major soft tissue injuries; cleft lip and palate (multidisciplinary) (see definition no. 27); craniofacial deformities; facial deformities; osteodistraction; salivary gland disease; head and neck oncology; TMJ ankylosis
Orthopaedics	Treatment of congenital limb anomalies: focal limb enlargement; management of limb discrepancy; surgical management of metabolic bone disease; bone tumours; complex fracture, fracture complication & multiple trauma; obstetric brachial plexus injuries; sequelae growth plate injuries; juvenile rheumatoid arthritis; steogenesis imperfecta; gait lab and facilities; hip & skeletal dysplasia; complex slipped upper femoralepiphyssis; infections of the growth plate & some bone and joint infections; scoliosis, cervical spine disorders & torticollis; perthes disease; surgery for neuromuscular disorders; amputation prosthetics; rare conditions in children with syndromes.
Paediatric intensive care	All services for level 2 or 3 care provided by paediatric intensive care units including retrieval
Paediatric surgery	Neonatal surgical disorders; surgical oncology; major trauma; gastrointestinal and hepato-biliary surgery including inflammatory bowel disease, gastrooesophageal reflux surgery, congenital malformations; thoracic surgery; vascular and lymphatic abnormalities; surgery in children with complex disabilities or other complicating conditions; any general surgical condition in a child when an appropriately trained surgeon or anaesthetist is not available in the secondary centre
Pathology	Reporting of biopsies, placental examination and post mortems.
Respiratory medicine	All referalls to paediatric respiratory physicians are specialised: including cystic fibrosis; chronic asthma; chronic, rare & congenital lung disease; empyema; bronchiectasis; primary ciliary dyskinesia; sleep disordered breathing; home respiratory support, ventilation and oxygen; heart lung/lung transplantation and ECMO for respiratory failure; specialised investigations

Rheumatology	Key conditions that require specialised treatment include: juvenile idiopathic arthritis; inflammatory connective tissue disease; primary vasculitis; severe cases of infection (in conjunction with the orthopaedic surgeons) - e.g. septic Arthritis, osteomyelitis; complex chronic fatigue and chronic pain syndromes
Spinal services	Spinal injuries (with damage or threat to spinal cord function) – all activity in designated centres, complex spinal deformity surgery and reconstructive spinal surgery (without threat to spinal cord function).
Urology	17 conditions/treatments: pelvic ureteric: junction obstruction; duplex kidney – ureterocele; cystic renal malformations; nephrectomy; vesico ureteric reflux & junction obstruction; bladder exstrophy; neuropathic bladder, continent reconstruction; urodynamics; urinary diversion; posterior urethral valves; hypospadias; epispadias; investigation of impalpable testis; genito urinary malignancies; major urinary tract trauma; ambiguous genitalia, intersex; minimally invasive urology; urinary calculi – particularly minimally invasive treatment; surgical support for regional paediatric renal failure services

**Services included within the National Definitions of Specialised Services which will not be part of the remit of specialised services commissioned by Health Commission Wales (Specialist Services) include HIV/Aids treatment and learning disability services.**

**This list will be reviewed as part of the planning process and revised as necessary.**

## **Appendix 2 - Health Commission Wales - Achievements in 2003/4**

Key achievements for Health Commission Wales' first year include:

- No one is waiting over 10 months for cardiac surgery in Wales
- Waiting times for angioplasty have been reduced to no more than 12 months.
- Waiting times for angiography have been reduced to no more than 6 months, with additional capacity to be given to the health service this financial year with the opening of the new catheter laboratories, these waiting times will reduce even further.
- By the end of March 04 no one waited over 18 months for plastic surgery in South Wales and the small number of patients in North Wales have been offered dates for their procedures.
- Long waits for cochlear implants have being virtually eliminated.

- An extra £2m has been invested in renal services in Cardiff and Swansea.
- A major increase in renal transplants has been funded: 70 people received kidney transplants – 20 more than the previous year.
- Additional investment which meant that no child is waiting more than 12months for surgery.
- Major increase in funding for patients with haemophilia.
- £600,000 extra to assist in the accurate diagnosis of patients suffering from sub arachnoid haemorrhage.
- The service has been able to treat within Wales a major increase in the number of very young children requiring intensive care.
- HCW is commissioning an increasing number of even more complex packages of care, for example: one haemophilia patient whose treatment cost £500,000. Another example is high cost drug therapies now available for some patients with particular forms of hypertension previously regarded as untreatable.
- A £1.5m investment plan in the Welsh Genetics Service was delivered which was designed to ensure that the service maintains its first class reputation within the UK and further afield.

### Appendix 3 - Corporate Business objectives by service area

Subject Area	Action To Be Taken
<b>Mental Health</b> including forensic psychiatry and CAMHS	Resolve funding issues for Caswell Clinic
	Agree action plan to address pressures in Eating Disorders Services
	CAMHS investment for Forensic Assessment Team and Acute/ Emergency admissions to be implemented
	Develop costed plans for delivering sustainable specialised Tier 4 CAMHS services
	To introduce arrangements to ensure constructive user and carer representations in the planning, design, deliver, monitoring and evaluation of mental health services

	Ensure Trusts have fully implemented CPA for all people with serious mental illness and /or enduring complex needs
<b>Cancer</b>	Complete cancer services review at Singleton
	Develop costed plan of action to meet revised cancer standards
	Work with Velindre Trust to Implement Liquid based Cytology
	Work with Velindre Trust to extend Breast Screening Programme to age 67 in all parts of Wales
<b>Surgical Services</b> including cardiac	Complete thoracic review
	Agree action plans to reduce angioplasty waiting times to no more than 8 months
	Ensure no patients wait more than 8 months for routine cardiac surgery
	Agree costed plan to meet CHD NSF targets
<b>Medical specialties</b> including renal	Complete adult cystic fibrosis Review.
	Ensure effective deployment of additional renal money
	Develop a Managed Clinical Network for the management of established renal failure
	To implement the renal dialysis strategy for south Wales and to complete a similar strategy for North Wales
	To achieve a take on renal replacement therapy rate of 140 per million
	Work with WAT, Cardiac Networks and BHF to prepare costed proposals for the roll out of up to public access defibrillators across Wales



<b>Neurosciences and Critical Care</b>	Complete paediatric neurosurgery Review
	Complete all Wales neurosciences review
	Develop costed plans for the future of neurosciences across Wales
	Utilise second offer scheme to reduce IPDC waiting times to 18 months
	Ensure waiting times for children for neurosurgery are reduced to 12 months
<b>Women's services</b>	Develop costed action plan to implement new WAG on IVF/ Policy
<b>Children's services</b>	Complete review of neonatology services for Wales
	Develop plans for parental held records for disabled children with complex health needs
	Completion of Paediatric nephrology network arrangements for South Wales
	Contribute to CYPSS Project to develop clinical standards and managed clinical networks
	Work with Velindre Trust to facilitate compliance with All Wales antenatal screening policy
	Work with Velindre Trust to facilitate compliance with newborn hearing screening
	Ensure no child waits more than 12 months for surgery
<b>Diagnostic services</b>	Assess need for investment in tertiary diagnostic & therapy services including PET scanning
	Agree action plans with Trusts to reduce waiting times for specialised diagnostic services

<b>Regional services</b> including ALAS, Burns & plastics, NHS direct	Ensure clear policy direction for NHS Direct
	Utilise second offer scheme to reduce IPDC waiting times to 18 months for plastic surgery
	Ensure waiting times for children for plastic surgery are reduced to 12 months
	Agree action plan to improve wheelchair services
	Ensure 100% of standard wheel chairs are delivered within 21 days of referral and users with complex needs receive wheel chairs within 10 months
	Ensure all children's wheelchair assessment are provided within 6 weeks and all children's wheelchairs to be provided within 2 months of assessment
	Agree action plan to reduce OP waiting times to a maximum 18 months
	Work with WAT to achieve at least 65% of first responses to Category A calls within 8 minutes
	Work with Velindre Trust and WBS to ensure that further safety measures relating to the supply of blood for transfusion at hospitals in Wales are implemented in line with policy requirements
<b>NSCAG Services</b>	Evaluate potential to repatriate Intestinal Failure Patients from National Specialised Commissioning Advisory Group (NSCAG) Centres
<b>Named Patient Service Agreement</b>	Develop protocols to effectively manage NPSAs
<b>North Wales specific issues</b>	Development of North Wales Commissioning plan as component of annual commissioning plan

	Implement recommendations from public consultation Improving Cleft Lip and Palate Services in the North west
	Identify a preferred IVF provider for North Wales