



2nd Progress Report for the Welsh Assembly Public Accounts Committee

Wales Audit Office Report *Radiology Services in Wales (November 2018)*

Document Information:

Document Name:	2 nd Progress Report for Public Accounts Committee – Radiology Services in Wales	
Version:	0.3	
Date: June 2019	Version: 0.4	Page: 1 of 10

Issue Date:	6 th June 2019
Status:	Draft
Document Owner:	Rob Orford
Document Authors:	Jane Fitzpatrick, Rob Orford

Document History:

Amended by	Version	Status	Date	Purpose of Change
	0.1	Draft	16.05.19	Initial draft (JEF)
	0.2	Draft	31.05.19	Amendments (RO)
	0.3	Draft	06.06.19	Status of plan update (RO)
	0.4	Final	24.06.2019	Signed-off

1 Introduction

The Wales Audit Office published a report on *Radiology Services in Wales* on 8th November 2018.

<https://www.audit.wales/publication/radiology-services-wales>

The report highlighted that rising demand, difficulties with recruitment and retention of staff, outdated and insufficient scanning equipment, along with IT weaknesses are putting Radiology Services in Wales under pressure.

Despite these pressures, the report found that waiting time targets for radiology examinations were currently being met and radiology services were generally well managed.

On 26th November 2018, the Auditor General briefed the Public Accounts Committee on the report and members noted the positive trajectory within this area and agreed not to undertake an inquiry at this stage, but seek regular written updates from Welsh Government, setting out the progress being made in delivering the National Implementation Plan for Imaging. However, if delays were experienced, the Committee stated that it would want to know about these and the reasons why and requested written progress updates on:-

- 4th March 2019
- 24th June 2019
- 7 October 2019

This paper provides an update at May 2019 on the progress that has been achieved in relation to the four Wales Audit Office recommendations, contained in the report on *Radiology Services in Wales (November 2018)*, to deliver the National Implementation Plan for Imaging.

2 Recommendations contained in the report on *Radiology Services in Wales* (November 2018)

The Wales Audit Office Report on *Radiology Services in Wales* published in November 2018, identified a number of key challenges faced by health boards that required action at both local and national level. Since the national challenges aligned to the actions set out in the *Welsh Government: Statement of Intent for Imaging (March 2018)*, the Wales Audit Office did not see value in repeating those actions in the form of recommendations in its report.

The following extract from the Report on *Radiology Services in Wales* highlights the four key recommendations from the Wales Audit Office.

<i>The National challenges facing radiology services across Wales are reflected in the Imaging Statement of Intent and appropriate action has been identified. However delivery against these actions is reliant on a timely imaging implementation plan being developed and acted upon.</i>	
Recommendation 1	<i>The Welsh Government, through the Imaging Taskforce, should ensure that the national implementation plan addresses each of the actions set out in the Imaging Statement of Intent and the key challenges highlighted in this report.</i>
Recommendation 2	<i>The national implementation plan should include clear implementation dates to deliver action in the short to medium term, with clearly identified accountabilities for delivery.</i>
Recommendation 3	<i>The Welsh Government should properly cost the implementation plan and ensure that the necessary resources are in place to support delivery.</i>
Recommendation 4	<i>The Welsh Government should ensure the necessary</i>

	<i>arrangements are put in place to monitor delivery of the national implementation plan.</i>
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3 Progress against recommendations

3.1 Recommendation 1 - *The Welsh Government, through the Imaging Taskforce, should ensure that the national implementation plan addresses each of the actions set out in the Imaging Statement of Intent and the key challenges highlighted in this report.*

Good progress has been made in developing a high level Imaging Implementation Plan to deliver the actions identified in the *Imaging Statement of Intent*.

Governance arrangements for the delivery of the Imaging Plan have been developed and are provided in Appendix 1.

The following four sub-groups have been established to lead on the actions identified against the eight priority areas included in the *Imaging Statement of Intent* and the key challenges highlighted in the Wales Audit Office Report on *Radiology Services in Wales*:-

- Workforce and Education
- Quality, Safety & User Experience
- Strategic Resource Planning
- Informatics, Information & Business Intelligence

Leads have been identified or recruited for three of these areas. The advert for a Quality, Safety & User Experience lead will be placed in June 2019.

The Strategic Resource Planning sub group has established projects and clinical/ project leads for the following service areas and work is currently being undertaken to develop sustainable service models for the future:-

- Multiparametric MRI – to support the NICE guideline; Prostate Cancer: diagnosis and management.
- Breast Radiology & MRI for High Risk Women – to support the further development of a symptomatic and screening Breast Radiology Service for Wales.
- Paediatric Radiology – development of the service model for a 24/7 service.
- PET-CT – development of a Strategic Outline Business case for PET-CT in Wales.

The sub group leads are currently working with a range of stakeholders to clarify and confirm the necessary actions required to deliver the agreed objectives.

The Strategic Programme Unit (NHS Health Collaborative) is working closely with Health Education & Improvement Wales, Welsh Health Specialist Services Committee and NHS Wales Executive Directors of Planning and other key stakeholders to support delivery of the plan.

3.2 Recommendation 2 - The national implementation plan should include clear implementation dates to deliver action in the short to medium term, with clearly identified accountabilities for delivery.

The formal leads, for each of the sub-groups are leading on the actions identified against the eight priority areas included in the *Imaging Statement of Intent* and the key challenges highlighted in the Wales Audit Office Report on *Radiology Services in Wales*.

A draft implementation plan has been produced by the Strategic Programme Unit and shared with Welsh Government and the programme SRO. The plan details target dates for delivery, resource allocation, accountable delivery groups, milestones, deliverables, benefits and outcomes for NHS Wales. Welsh

Government will now scrutinise the draft plan to ensure that it is fit-for-purpose, cost effective and addresses the recommendations within the WAO report and Imaging Statement of Intent.

3.3 Recommendation 3 – *The Welsh Government should properly cost the implementation plan and ensure that the necessary resources are in place to support delivery.*

The draft Imaging Implementation Plan identifies resources required to deliver the actions identified in Statement of Intent for Imaging.

A Draft Resource Management Strategy has been developed, that identified the additional resources required to support the programme of work.

Further work will be necessary to understand the investment that will be required to support the delivery of sustainable imaging service models into the future (e.g. Strategic Programme Business Cases and subsequent Outline Business Cases for PET-CT, or costs associated with re-procuring imaging informatics systems).

As an example of how this work will be supported, a Senior Programme Manager position has been identified for the Welsh Health Specialist Service Commission to lead the development of a Strategic Outline Business Case for the development of PET-CT in Wales. The programme manager will also develop the case to support the development of a 24/7 Paediatric Radiology service for NHS Wales.

Discussions are also ongoing in relation to the Single Cancer Pathway development, to identify the resources required to support the development of additional diagnostic imaging capacity across NHS Wales.

Prior to approval, national imaging programme costs will be scrutinised by Welsh Government to ensure that resource allocation is proportionate to the level of activity required to achieve the desired outcome.

3.4 Recommendation 4 – *The Welsh Government should ensure the necessary arrangements are put in place to monitor delivery of the national implementation plan.*

Appendix 1 provides details on the governance and accountability mechanism to deliver the actions identified in the *Imaging Statement of Intent* and the National Imaging Programme Strategy Board will be accountable for monitoring the delivery of the Strategic Imaging Implementation Plan and this is also supported by clear Terms of Reference, where appropriate.

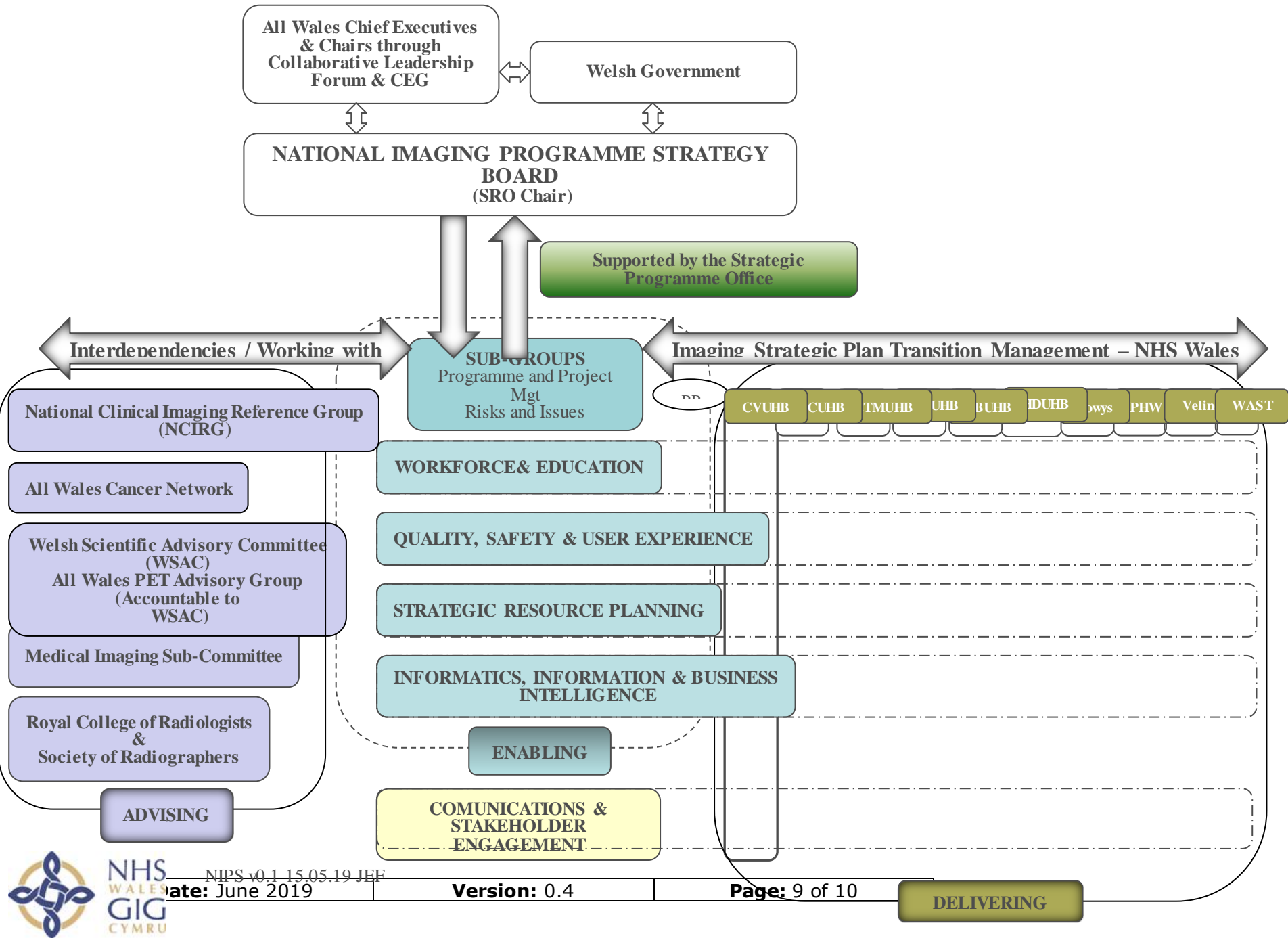
Appendix 1 also highlights the main role that stakeholders will undertake in the supporting the delivery of the Strategic Imaging Implementation Plan, which will focus on advising, enabling and delivering key objectives.

4 Conclusion

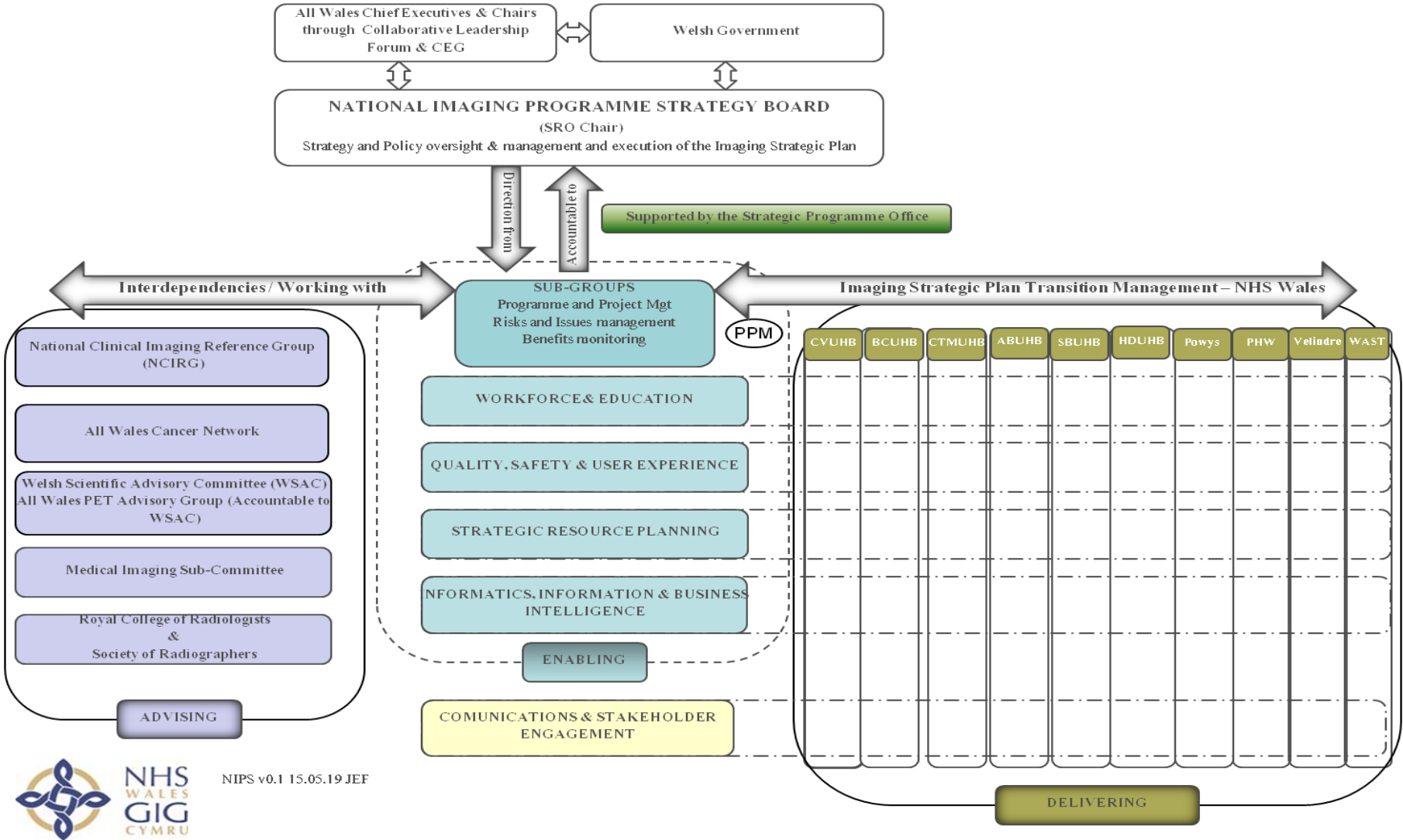
Since the report that was submitted in March 2019, good progress has been made against the key priority areas and the governance and accountability mechanisms that have been established will provide assurance in relation to the delivery of the Imaging Implementation Plan.

A draft imaging implementation plan has been shared and will be scrutinised by Welsh Government in the coming weeks to ensure that: it is aligned with the priorities described within the Recommendation within the WAO Report on Radiology Services, the Statement of Intent for Imaging and other overarching Welsh Government priorities (e.g. single cancer pathway); it has clear timelines, objectives, milestones and deliverables; it describes a robust governance framework for evaluating progress, decision making, risk management and providing assurance to Welsh Government and NHS Wales; and that there is a clear and rational link with the resources identified for each work-stream. Once the plan has been agreed by Welsh Government and shared with Welsh Audit Office we would seek agreement from Public Accounts Committee that recommendations have been completed.

Members of the Public Accounts Committee are asked to note the progress outlined in this report and will receive a further report on 7th October 2



Appendix 1 Proposed Governance Arrangements for the National Imaging Programme (0.1 Draft)



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