

Cyfarwyddwr Cyffredinol Iechyd a Gwasanaethau Cymdeithasol/  
Prif Weithredwr GIG Cymru  
Grŵp Iechyd a Gwasanaethau Cymdeithasol

Director General Health and Social Services/  
NHS Wales Chief Executive  
Health and Social Services Group



Llywodraeth Cymru  
Welsh Government

Nick Ramsay, AM  
Chair – Public Accounts Committee  
National Assembly for Wales  
Cardiff Bay  
Cardiff  
CF99 1NA

Our Ref: AG/OS/SB

23 October 2019

Dear Mr Ramsay

### **MANAGEMENT OF FOLLOW UP OUTPATIENTS ACROSS WALES**

Thank you for your correspondence received on the 4 October 2019, seeking some further clarification on a number of matters.

The Committee has requested a full update on progress against all the recommendations at the end of April 2020. However we will not have validated data on the end of year position at that point and I would like to suggest the end of May as a more appropriate point for an update as this will contain the full year end position.

With regard to recommendation 4: The Committee recommends that the Welsh Government clarifies with the Committee what the consequence will be for Health Boards which fail to meet the new outpatients' targets.

As discussed at PAC we have set the following targets for outpatients:

- All health boards to have allocated a clinical review date to 95% of all patients on a follow up waiting list by December 2019
- All health boards to have allocated a clinical risk factor to 98% of patients on the eye care waiting list by December 2019
- All health boards to report accurately see on symptoms patient pathways by December 2019
- The follow up waiting list to be reduced by at least 15% by March 2020, a further 20% by March 2021 and a further 20% by March 2022.

→ Reduce the number of patients delayed by over 100% by at least 15% by March 2020, a further 20% by March 2021 and a further 20% by March 2022.

These targets are challenging and will require health boards to change their model of outpatients in line with our strategy. Progress against these targets will be reviewed by Welsh Government, supported by the Delivery Unit, in line with our existing performance management framework as follows:

- Health boards will complete a monthly report highlighting progress against the targets, implementation of the planned care follow up priorities, and the current position with regard to funded activity. The report requires details of corrective action where progress is not being made.
- These reports will be reviewed by Welsh Government staff who will query any issues and seek assurances when required. They are then reviewed by the outpatients steering group through effective peer review and support. Progress against the outpatient targets are discussed at health board Quality and Delivery meetings chaired by the Deputy Chief Executive of the NHS and Programme Delivery Director.
- Where necessary performance issues will be escalated to the Joint Executive Team (JET) meetings that I chair.

This level of scrutiny will provide a clear focus on achievement of the targets. If the targets are not met, consideration will be given to clawing back the money we have invested in health boards for the follow-up work. It is important to note that some of the initiatives that are being funded may take a little time to have an impact due to local implementation challenges. For example, some health boards are in the process of changing their referral criteria for certain conditions. These changes cannot be done quickly as they require consultant engagement, buy in and testing prior to full implementation and roll out.

The following investment has been made to support health boards improve waiting times for follow up appointments and to implement sustainable solutions to transform outpatients in 2019/20:

<b>Health Board</b>	<b>Total</b>
Hywel Dda	£503,132
Cardiff & Vale	£502,771
Swansea Bay	£499,964
Cwm Taf Morgannwg	£515,183
Powys	£176,146
Aneurin Bevan	£504,846
BCU	£484,860
Velindre Cancer Centre	£52,193
<b>Total to date</b>	<b>£3,239,095</b>

Yours sincerely



**Dr Andrew Goodall CBE**