



<b>Cyfarfod a dyddiad: Meeting and date:</b>	<b>To be added</b>						
<b>Cyhoeddus neu Breifat: Public or Private:</b>	Private: The work underway is linked to a Welsh Government Task & Finish Group which is yet to report its findings to the Minister for Health & Social Services and is therefore subject to ministerial decisions which are yet to be made.						
<b>Teitl yr Adroddiad Report Title:</b>	North Wales Medical & Health Sciences School Update						
<b>Cyfarwyddwr Cyfrifol: Responsible Director:</b>	Professor Arpan Guha, Acting Executive Medical Director						
<b>Awdur yr Adroddiad Report Author:</b>	Lea Marsden, Programme Director North Wales Medical & Health Sciences School						
<b>Craffu blaenorol: Prior Scrutiny:</b>	This paper has been written for the Strategy, Partnerships & Public Health Committee and has not been through any other groups or bodies.						
<b>Atodiadau Appendices:</b>	<p>1 Appendix is attached - A Transformational School of Medicine and Health for North Wales Position Statement.</p> <p>This document outlines the vision and core rationale for the North Wales Medical &amp; Health Sciences School and provides additional information regarding the approach being proposed.</p>						
<b>Argymhelliad / Recommendation:</b>							
The Committee is requested to receive this report for information							
<b>Ticiwch fel bo'n briodol / Please tick as appropriate</b>							
<b>Ar gyfer penderfyniad /cymeradwyaeth For Decision/ Approval</b>	<input type="checkbox"/>	<b>Ar gyfer Trafodaeth For Discussion</b>	<input type="checkbox"/>	<b>Ar gyfer sicrwydd For Assurance</b>	<input type="checkbox"/>	<b>Er gwybodaeth For Information</b>	<b>Yes</b>
<b>Y/N i ddangos a yw dyletswydd Cydraddoldeb/ SED yn berthnasol Y/N to indicate whether the Equality/SED duty is applicable</b>						<b>Y</b>	
The work to develop a business case is at an early stage and whilst Equality and Socio-Economic Duty applies the assessments have not yet been undertaken. This will be completed as part of the ongoing work and submitted at the appropriate stage.							
This paper is provided as an update on progress rather than for decision at this stage.							
<b>Sefyllfa / Situation:</b>							
This paper is to provide an update in relation to the development of proposals for a new Medical And Health Sciences School for North Wales.							

### **Cefndir / Background:**

Following the submission of a Strategic Outline Case in July 2020, a Welsh Government Task & Finish Group chaired by Professor Elizabeth Treasure was set up last autumn to progress recommendations for Medical & Health Sciences School capacity on an all Wales basis. The group has membership from across Wales and includes the Chair and Chief Executive of BCUHB and Vice Chancellor of Bangor University.

This work is continuing at pace and is now in Phase 2 with an objective of achieving proposals to the Minister for Health and Social Care in July 2021. It is anticipated that Phase 3 will be initiated but the details of this are not known as they are dependant upon the completion of the work and considerations by the Minister.

For Phase 2 the Welsh Government Task & Finish Group highlighted the need to explore the following areas in further detail:

- In-depth analysis of all options for increasing the number of medical students in North Wales.
- Financial analysis of the revenue and capital required for the favoured options.
- A review of the whole country's capacity for student and clinical placements.
- The need to develop both more F1/F2 training places as well as more specialist training places.

Three work streams were established to address these matters and are expected to report back to the Task and Finish Group to inform further advice to the Minister in July

In response to the national work, BCUHB and Bangor University are working in partnership and have established programme arrangements in order to achieve the shared ambition of developing a transformational Medical and Health Sciences School in North Wales by 2025.

Work to establish the programme structure, outlined in the diagram below, is underway. Deliverables for the workstreams have been developed so that their outputs can be utilised to develop an outline business case. At the same time, work to develop capital investment plans is progressing with an ambition that initial estimates are to be completed in June 2021 and final estimates to be available in July 2021. These ambitious time scales are being planned so that BCUHB and Bangor University have a joint proposition for North Wales ready along the same time lines as the nationally led work.

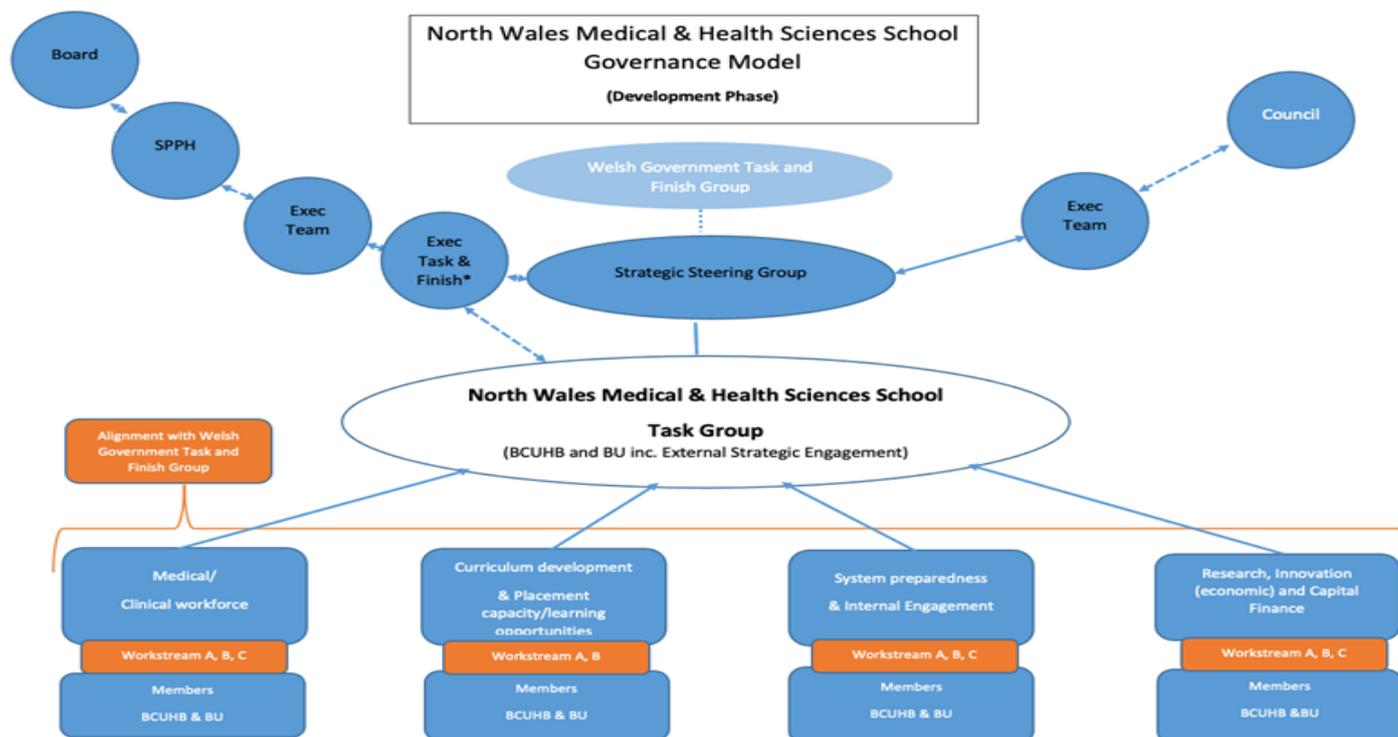
As the work of the Welsh Government Task and Finish Group is ongoing a number of assumptions are being made to support the development of a business case as follows:

- That there will be support for a new stand-alone Medical & Health Sciences School in North Wales
- The size of the school will be of the magnitude that is deemed as viable – 120 – 150 students per year.
- An integrated model of education and placement across the health and care professions for example co-locating medical students with nurse trainees, AHP trainees and Social Care professionals.
- That the type of school will comprise a majority undergraduate cohort with balance of circa 20 being the C21 North Wales programme or any graduate entry successor should circumstances change.

- That the curriculum will be focused on a new approach around: Community, health, prevention, mixed rurality and urban, digital health and regionally focused.

Our approach to the business case may need to be changed should the outcome of the work of the Welsh Government Task & Finish Group recommend a different approach. However, we believe the process underway will be flexible enough to respond to any changes in assumptions in a timely way once they are known.

### North Wales Medical & Health Sciences School Programme Structure:



To support the development, Bangor University has also initiated outline planning for the proposed curriculum with inter-professional, preventative and community led health and medicine at its core. This approach reflects regional need and will provide an essential backdrop to modes of delivery, the potential for distributed deployment across the region and placement and training requirements for more detailed subsequent planning.

## **Asesu a Dadansoddi / Assessment & Analysis**

### **Goblygiadau Strategol / Strategy Implications**

Planning for the new Medical & Health Sciences School is being linked to the strategy refresh for Living Healthier, Staying Well, our Research Strategy, and Workforce Strategy.

The approach to the curriculum will be one which focusses a dispersed network of educational and training placements across acute, community and primary care services. We are also seeking to balance the experience for those in training across both urban and rural area building on an evidence base that doing so helps recruitment and retention.

### **Opsiynau a ystyriwyd / Options considered**

The business case will address the following deployment options:

- Model A: Teaching Hub and clinical spokes – a focus on research into key areas. Clinical at 2/3 hospitals, incubator and biotech to focus on core research.
- Model B: 2 Hubs Bangor and Wrexham with dispersed placement opportunities – as per Model A but with additional placements into GPs, Pharmacies and clinics.
- Model C: Technology drives the network – links to Digital Health Strategy, digital interventions into primary and social care.
- Model D: Whole system integration incorporating each element above

The vision shared by BCUHB and Bangor University is one of whole system integration.

### **Goblygiadau Ariannol / Financial Implications**

Capital and revenue implications for both BCUHB and Bangor will be addressed in the business case which will seek investment from Welsh Government for all aspects of additional costs.

### **Dadansoddiad Risk / Risk Analysis**

At this stage the main risk is that the conclusions of the Welsh Government Task & Finish Group are as yet unknown. However, as stated above, it is believed that the approach being taken is flexible enough to respond to changes in the assumptions for a business case as and when it is required by Welsh Government.

### **Cyfreithiol a Chydymffurfiaeth / Legal and Compliance**

There are no known legal implications in relation to the establishment of the programme structure. The business case, once prepared, will follow due process through BCUHB and Bangor University governance structures.

### **Asesiad Effaith / Impact Assessment**

The development of the business case will take due regard for potential impacts and appropriate impact assessments will be undertaken and provided as part of the approval process.

## Appendix A

### A Transformational School of Medicine and Health for North Wales

Position Paper (25<sup>th</sup> March 21)

#### Vision

Bangor University and Betsi Cadwaladr University Health Board (BCUHB) support the development of a School of Medicine and Health for North Wales by 2025. The School will build on a foundation of intensive and applied research and will be industry focused delivering a transformational impact on the regional economy in North Wales. The development will inform education, skills portfolios and service development, improve health outcomes and drive economic ambition.

#### Core rationale

There has been since the end of the Second World War an ambition to create a Medical and Health Sciences School in North Wales. With increasing levels of demand on services accentuated by Covid-19, the region is approaching a perfect storm which requires urgent action to address a number of interrelated problems, including:

- Difficulties recruiting and retaining medics and other staff
- Lower numbers of doctors in training than elsewhere in the UK
- Consequent highest spend in Wales on agency staff (£31.6m in 2018/19) and contracting care from across the border (estimated at £55m annually).
- A highly uncertain economic context post Covid-19 with risks of health inequalities widening
- Growing population, with increasingly older age profile.
- Increasing prevalence of complex chronic health conditions.
- Need to strengthen interdisciplinary research activity.
- Shortage of Welsh speaking doctors.
- Older age profile of GPs in rural areas.
- Innovation adoption of new products, technologies, digital solutions and service development does not happen at the pace or scale needed.
- An economy damaged by Covid-19 but also lacking volume in the key sectors of life-sciences and biosciences.

There is an urgent need to deliver a fit for purpose integrated health, care and wellness system with a focus on prevention, early intervention and care closer to home.

The approach can be centred around a unique partnership of Bangor University and BCUHB who are establishing an ecosystem to drive leading-edge research and practice in prevention and early intervention. It will work with industry and develop capacities and facilities to inform R&D and medical education applications. There are examples of Life Sciences applications arising out of the work of the University and the Health Board which have had to develop because of lack of capacity.

It will be a UK School for Digital Medicine in a context where the North Wales region can be a living laboratory reflecting the diverse geography of the region that embraces both urban and rural as well as English and Welsh-speaking populations.

Applied research collaborations with Life science companies will be key, delivering partnerships between North Wales and truly world-class institutions such as building on Bangor University's established relationship with Imperial College. The focus of the existing partnership has been on the development of nuclear energy and this provides a strong basis for developing nuclear applied medicine in North Wales including commercial applications for example medical isotopes.

The combination of city deals in Manchester and Liverpool and the North Wales Growth deal could also deliver an A55 innovation corridor based around digital, preventative health.

The new Medical and Health Sciences School will address stubborn problems which have been accentuated by Covid-19:

- Health inequality will be addressed through a focus on prevention and being community-based.
- Changing Demographics of the region.
- Workforce challenges in developing, inspiring and retaining health professionals.
- Interprofessional learning
- Workforce availability
- Promoting digital solutions.

#### How will the proposed medical school deliver transformation?

- Through an academy for digital research and training, to develop specialist digital skills and literacy e.g. data analytics and AI incorporated across subject areas.
- Through harnessing the commercial outcomes of the 5G research centre at Bangor University exploiting the fibre infrastructure embedded into the A55 thereby promoting digital solutions to Health.
- Boosting the North Wales economy as a catalyst and economic engine through engaging with Life Sciences with knowledge rich Life Science companies.
- Delivering an interdependent relationship between academia, patients, the NHS, medical research funders, and life sciences companies both big and small. The life sciences sector contributes £70 billion to the UK economy annually and could contribute up to £0.75 bn to the North Wales economy.
- Capitalising on the strong asset base in the sector and in STEM fields, bringing them into a life sciences ecosystem to build resilience in the regional economy.
- It will increase research capacity, impact and translation for better patient outcomes.
- Leveraging R&D funding from sources across the UK.

#### USPs of the proposed model

- A focus on prevention, linked to technology.
- Capitalising on health economics research and teaching in North Wales.
- Synergy with needs of a diverse, predominately rural and Welsh speaking region.
- Opportunity to add value to existing research base.
- Economic benefits through developing the ecosystem.
- Scope for research on carbon reduction.

#### The Case for change

- Workforce pressures

- Need for more medical training capacity in Wales
- Need for growth in Research and Innovation capacity.
- Growth in interprofessional training in policy.
- Harnessing regional capacity in Further and Higher Education.

### Realising the Vision

The deployment model of the new Medical School will significantly impact the outcomes and scale of impact. The vision is for:

- A new curriculum which engineers change by focusing hugely on public health and prevention, but also on using innovative technologies to promote self-care, digital health. In essence, an ability for health care to be present in the home rather than in a “centre”.
- A regionally distributed mode of delivery, a whole system integration, harnessing the community assets across the region.
- A model which draws talent from Schools across North Wales and beyond and aligns and embeds that talent.
- Linked training to secondary care provision in the region’s three primary hospitals, but also to the region’s GP practices, pharmacies, district hospitals, social health and care provision and statutory and voluntary emergency services and spanning the full geography of the region.
- Establishing a model of ubiquitous interprofessional working, using the existing interprofessional pathways but also identifying, developing and training new types of professionals, such as Physicians Associates and ‘rural generalist therapists’ delivering across the allied health professions, ‘Pharmacists who also deliver chronic disease management’.

### Delivering in a Regional Context

As a bilingual region it is essential that we deliver a continued increase in the Welsh medium workforce for our communities. The partners are uniquely placed to respond to that challenge, the University as the largest provider of Welsh Medium education globally, BCUHB as a highly diverse community of practice and our social care services embracing high levels of bilingual professionals. Harnessing this, the new School must deliver:

- A fresh and vibrant vision for working in the medical, health and care professions.
- Pathways from Welsh speaking communities into the health and care professions.
- A comprehensive environment for bilingual teaching learning and placement capacity across our communities.
- A high number of new Welsh speaking professionals into our health ecosystem.
- A curriculum fit for our regional priorities and characteristics and which:
  - Feeds directly into regional workforce requirements
  - Is recognised by the region, enhancing recruitment and pathways into the professions from within the region.
  - Reflects the policy environment but which will also feed or drive that same environment.

### Technology Driven Provision

The ‘rurban’ environment in the region accentuates the need for technology and digitally enhanced services. The School will:

- Seize the opportunity to drive the use of digital capability through collaborative interdisciplinary working.
- Look beyond the vision for telehealth and online learning (which remain critical) to embrace the digital opportunity afforded by the region’s 5G testbed capacity to pioneer new approaches.
- Collaborate to develop themes such as remote and passive health monitoring of the population.

- Explore the use of passive monitoring in markers for disease and health conditions allowing early intervention and a new form of personalised care, not limited by the spatial challenges of rural and populated environments.

### Whole Systems Integration

The vision shared by the University and BCUHB is for whole systems integration where the established health economy of service providers (for example Community pharmacies, GP surgeries etc.) is transformed through progressive approaches to the professions, across the providers. This combined with a strategic and targeted investment to facilitate rapid growth of the bioscience sector in North Wales (to include nuclear medicine):

- The training of more medical and health professionals in the region (which is proven to deliver for against local workforce requirements).
- A transformational interprofessional approach to training across the provider community and including the Bioscience and Life Sciences sectors.
- A transformational impact on research capacity in the BCUHB, the University and in the Life science companies working in and based in the region.
- New approaches to digital delivery, providing care closer to home, more flexible service delivery, reduced pressure on physical infrastructure.
- A step change in training and digital capability in the health and care workforce.
- Improved patient outcomes resulting from improved service provision and enhanced research capacity and capability in the region.
- A structural shift in the regional economy reducing inequality, improving GDP and establishing critical growth in the Biosciences, currently dispersed across the region.
- Critical mass to inform, drive and catalyse the bioscience sector by translational research with the opportunity to seed a cluster of Life Sciences focused innovation parks in North Wales delivering high value jobs both in industry and in the regional health system.

### The Current position

The Welsh Government established a Task and Finish Group to examine the case for the new medical school. The Group commenced its meetings in the autumn of 2020 and will complete its work in July 2021.

In February, the Group recommended the need for additional medical students in North Wales and the Minister has accepted this. Further work will now be undertaken to complete the full business case with an anticipated target completion date of the end of the summer 2021.