



Scoping

RENAL DEEP DIVE

CEO Sponsor

Suzanne Rankin

SRO

Melanie Wilkey

Delivery Lead

Susan Browne

Summary

Expected Start Date

Q1

Expected End Date

Q3

Aim

What is the overall intention or purpose of this activity?
Write a short statement describing what you want to achieve.

Gain a greater understanding of the current position and key challenges within the Welsh Kidney Network. Identifying opportunities to mitigate the financial risk to the NWJCC and better inform future commissioning decisions for specialised kidney services.

Background / Context

Summarise why this work is needed, what prompted it, and any relevant context (e.g., policy drivers, service gaps).

The Welsh Kidney Network (WKN), established in 2009 to deliver Welsh Government kidney disease policy, has undergone significant governance and commissioning change following an independent review and the creation of the NHS Wales Joint Commissioning Committee (NWJCC) in April 2024. As part of this, WKN governance and its previously ring-fenced budget was absorbed into wider specialised services commissioning. With WKN funding now aligned to broader NWJCC commissioned services, questions have been raised about the need for additional spend on WKN-commissioned renal services, particularly unit haemodialysis and home therapies, as well as spend on independent provider contracts, prompting a focussed deep dive into efficiency, sustainability and value for money across these services.



Scoping

Scope

In Scope

- Kidney Transplantation
 - Home Dialysis
 - Unit Dialysis
 - Vascular Access
-
- Service providers in England and Wales of the above services

Out of Scope

- Prevention
 - Nephrology Services
 - Welsh Blood Services
 - Care Closer to Home investments
-

Dependencies

Due to the deliverables and outcomes anticipated in the deep dive there are multiple dependencies for this work, including:

- Care Closer to Home investment programme
- Contracting and finance
- Data and Digital developments
- The wider WKN workplan for 26/27

Risks & Constraints

- Lack of buy-in and support of the Deep Dive by Provider organisations with the potential to de-stabilise commissioned activity and services in 2027/28
- Financial funding for services within the WKN's portfolio with potential consequences to service stabilisation on commissioned activity

Deliverables

List the main tangible outputs or products that will be produced by this activity (e.g., recommendations report, service specification, review findings, training materials).

- Review of current spend aligning with a review of policies, contracts and pathways:
 - Commercial contracts – **Q1**
 - Commissioning commitments between providers and WKN/JCC – **Q1**
 - Analysis of current flows and activity – **Q1/Q2**
 - Pathway impacts and interdependencies – **Q1/Q2**
 - Quality and Outcomes – **Q1/Q2**
 - **Review findings for the WKN – Q2 (July)**



Scoping

Lifecycle Phases & Target Dates

Use this table to show the main phases of your activity, from concept to review. Enter the expected target date for each phase to give a clear overview of when major parts of the work should be completed.

Milestone	Concept	Define and Scope	Design and Plan	Deliver	Close	Review & Learn
April 2026	April 2026	April 2026	May 2026	June 2026	July 2026	

Intended Outcomes & Success Measures

Describe what will be achieved and how success will be measured (e.g., recommendations accepted, service improved, targets met, actions implemented).

- To deliver a report with recommendations and to deliver a system improvement for the Welsh Kidney Network Services.
- To identify mitigations for the financial risk of increasing future demand for specialised kidney services.

Governance Roles

List the key roles and individuals responsible for providing strategic oversight, leadership, governance and delivery coordination for this activity. Collectively, these roles will form the core governance and project board structure supporting oversight, decision-making and progression of the work.

Role	Identified Person	Part of Board
CEO Sponsor	Suzanne Rankin	✓
SRO	Melanie Wilkey	✓
Delivery Lead	Susan Browne	✓
Project Manager	Sian Lewis	



Scoping

Stakeholders

List any individuals or groups already identified as important to involve, consult, or inform for this activity. This helps ensure early engagement and awareness.

Name	Organisation	Role
Gareth Roberts	WKN	Associate Medical Director
Jonathan Matthews	WKN	Commissioning Officer
Richard Davies	WKN	Assistant Commissioning Manager
Suvetha Gopal	WKN	Assistant Commissioning Manager
Judy Schofield	WKN	Commissioning Support Officer
Emma Jones	WKN	Lead Nurse
Annmarie Pritchard	WKN	Head of Commissioning
Rachel Anthwal	WKN	Head of Commissioning
Dr Gareth Roberts	ABUHB	Associate Medical Director {and Clinical Lead for Home Therapies
Dr James Chess	SBUHB	Network Clinical Lead for IM&T;
Dr Rhodri Pyart	CVUHB	Network Clinical Lead for Governance / Patient Quality and Safety
Emma Jones		Network Lead Nurse
Mr Argiris Asderakis	CVUHB	Network Clinical Lead for Transplantation
Dr Pramod Nagaraja	CVUHB	Network Clinical Lead for Transplantation and Vascular Access {Clinical Data
Dr Alexa Wonnacott	CVUHB	Network Clinical Lead for CKD Prevention
Dr Tim Scale	SBUHB	Network Clinical Lead for AKI
Rob Bradley	CVUHB	Network Clinical Lead for Pharmacy
Joel Tofton	NWJCC	Network Finance Manager
Lisa Higginson	CVUHB	Nursing Leads
Lisa Morris	SBUHB	
Sarah Hirst-Williams	BCUHB	
Rachel Long	CVUHB	Directorate Manager



Scoping

Name	Organisation	Role
Clinical Directors for BCUHB; SBUHB; CVUHB; inclusive of:		
Dr Stuart Robertson	BCUHB	
Dr Abdul Alejmi	BCUHB	
Dr Mick Kumwenda	BCUHB	
Dr Timothy Scale (interim)	SBUHB	
Dr Aled Lewis	CVUHB	
Rowan Carbury {primary contact} Mr Anthony Davies		Welsh Government Policy Lead for Renal Services
Helen Davies		Enhanced Care Operations Manager
Karl Hughes		Head of Service Ambulance Care Coordination;