



PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL
STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	23 February 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	A Regional Collaboration for Health (ARCH) Portfolio Update Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Siôn Charles – Head of ARCH Strategy & Service Planning Sophie Marr – ARCH Senior Project/Business Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA
SBAR REPORT

Sefyllfa / Situation

This report provides an update on the activities of the ARCH Portfolio and the regional discussions held between Hywel Dda University Health Board (HDdUHB) and Swansea Bay University Health Board (SBUHB) for the period December 2022 to February 2023.

It follows a detailed update on ARCH achievements and the ARCH Annual Review presented at the November 2023 Strategic Development and Operational Delivery Committee (SDODC) meeting.

Cefndir / Background

The primary issues discussed at ARCH Partnership and progress of the ARCH Service Transformation Programmes are summarised in this report.

Asesiad / Assessment

ARCH Service Transformation Programme Updates

Cardiology Regional Services

- Regional Cardiac Computerised Tomography (CT) training delivered in September 2022 to increase cardiac CT reporting. Session time following course underway to validate competence.
- Regional Acute Coronary Syndrome (ACS) – Pilot complete for extended hours working providing findings and data to inform the ACS business case, currently being prepared, to demonstrate effectiveness of the increase. Solution to reinstate the treatment and repatriation of patients in HDdUHB now likely to be available in February 2023 due to system pressures. Sustainable long-term solution sought.
- Augmented Reality (AR) in Echo beta version – software has been developed and will be tested in February 2023.

Regional Neurosciences Services

- Final Functional Neurological Disorders (FND) business case presented to SBUHB Business Case Assurance Group (BCAG) in January 2023. Some refinement is required but it was positively received. Next steps include reaffirming funding commitment for the FND service in the Integrated Medium-Term Plan (IMTP) for 2023/24.
- Neuromuscular Disorders (NMD) service critical. Discussions ongoing to agree a way forward.
- ARCH Regional Recovery Group agreed the establishment of a new Neurosciences Programme in September 2022. Meetings to discuss a future regional neurosciences service have taken place and a paper is being prepared for ARCH Regional Recovery Group in March 2023.

Regional Diagnostics

- A proposal setting out our approach to developing a regional diagnostic service has been developed with members of the ARCH Strategic Developments Group and ARCH Operational Change Group, following discussions with Welsh Government (WG) Planned Care Improvement and Recovery Team.
- Paper will be presented to the ARCH Regional Recovery Group for endorsement in February 2023.

Regional Dermatology Services

- New SBUHB Medical photographer in post to support the substantive Teledermoscopy service. The Service has been ramping up in SBUHB throughout January 2023.
- Teledermoscopy pilot has been underway in HDdUHB since September 2022.
- Training and Development Programme in HDdUHB has been delayed until April 2023 due to clinical staff workforce challenges.

Regional Eye Care Services

- New cataract theatres are now being fully utilised in SBUHB and HDdUHB.
- Work is ongoing to re-design the South West Wales Glaucoma Service Business Case
- Diabetic retinopathy referral scheme is now fully up and running in HDdUHB and SBUHB.

Regional Pathology Services

- Programme Director started on 6 February 2023.
- Successful options appraisal scoring took place in December 2022 which identified option 8 within the Strategic Outline Case (SOC) as the preferred building design model.
- Operational Delivery Network (ODN) agreed by HDdUHB and SBUHB as the preferred management and delivery model in November 2022. Workshops to progress the planning/implementation of the ODN model from February 2023.
- Mortuary Memorandum of Understanding (MOU) has been prepared. A final draft will be presented for approval at Programme Board in February 2023. This will trigger recruitment of the first regional Pathology job role (Regional Mortuary Manager).
- Genomics meeting with WG, Genomics Partnership Wales (GPW) and the All Wales Medical Genomics Service, took place on 12 December 2022. Agreement was reached that the ARCH Regional Pathology Programme should prepare a draft proposal based on our Specialist Integrated Haematological Malignancy Diagnostic Service (SIHMDS) ambition and which clearly identifies the collaborative way forward for the Genomics service element of the programme which aligns to the national strategy and existing governance structures that the other major stakeholders operate within
- A Functionality and Integration of Services Task and Finish Group has been established. Excellent insight has been captured around shared facilities, service integrations and multidisciplinary staffing/training across the Pathology disciplines.

- Gillingdod Architects conducted site visits of Morriston and Singleton Hospitals Pathology accommodations. Showcase site visits will commence throughout February 2023 along with User Engagement sessions for all SBUHB/HDdUHB/Public Health Wales (PHW) Pathology colleagues to help finalise user requirements for the new centre of excellence.

South West Wales Regional Cancer Services

- The draft Strategic Programme Case (SPC) has been reviewed and was supported to progress by HDdUHB SDODC on 16 December 2022, SBUHB Executive/CEO review in December 2022, SBUHB Management Board on 18 January 2023.
- Final SPC will be submitted for approval by SBUHB and HDdUHB for onward submission to WG.
- Next steps include finalising Radiotherapy (RT) 5th LinAcc Options Appraisal process and timelines – indicated in SPC to take place in 2023/24 Q1-Q2.

South West Wales Regional Stroke Programme

- Minimum Clinical Standards for Stroke Services across the region have been drafted and are expected to be signed off by the Steering Group in February 2023.
- Draft Comprehensive Regional Stroke Centre (CRSC), formerly known as Hyper Acute Stroke Unit) Business Case has been prepared.
- Next steps include CRSC business case agreement by the Steering Group in February 2023 and completion of baseline activity.

Regional Oral Maxillofacial Surgery (OMFS) Programme

- ARCH Regional Recovery Group agreed to establish a Regional OMFS Programme in September 2022.
- Productive Regional OMFS scoping workshop took place to discuss short, medium and long term solutions for the service.
- Draft work programme has been developed and next steps are to be agreed.

ARCH Partnership

The ARCH Partnership met in October 2022 and January 2023:

- ARCH Partnership re-affirmed the three ARCH Strategic Priorities (1. NHS Service Transformation; 2. Research, Enterprise and Innovation; 3. Workforce, Education and Skills) as well as the direction of travel of the ARCH Strategic Initiatives to deliver the priorities.
- ARCH Partnership noted that discussions are ongoing with Executive Teams in HDdUHB and SBUHB to address challenges in resourcing and prioritising ARCH NHS service transformation programmes.
- The achievements and progress of ARCH Portfolio delivery were highlighted within the ARCH Annual Review 2021-22 and it was agreed to widely distribute the review across ARCH Partner organisations.
- ARCH Partnership (October) asked ARCH to produce an ARCH Innovation and Research Strategy that encompasses the research and innovation priorities of each ARCH partner organisation and align to national strategies. The approach, governance and steering arrangements, plan and timeline in the development of the strategy were endorsed by ARCH Partnership (January 2023). Next steps include issuing wider communications regarding the approach to strategy development among ARCH partner organisations. The ARCH Research, Enterprise and Innovation Group will steer strategy development.

ARCH Delivery Leadership Group

The ARCH Delivery Leadership Group received and discussed progress updates:

- Regional Health Needs and Health Impact Assessment being prepared as part of the SBUHB City Deal Campuses project.

- Market/sector analysis procurement (now live) will inform planning and decision making for future Campuses Phase 2 developments
- ARCH Senior Leaders' Development Programme
- Progress for developing options for a more regional approach to TriTech Institute (led by HDdUHB) and the Joint Clinical Research Facility (led by SBUHB and Swansea University).
- Swansea Bay City Deal Campuses project and Pentre Awel Project.

ARCH Research, Enterprise and Innovation Group

ARCH Research, Enterprise and Innovation Group terms of reference has been reviewed and agreed. The group's main priority is to guide the ARCH Innovation and Research Strategy development.

ARCH Senior Leaders' Development Programme

ARCH Senior Leaders' Development Programme and findings of the interim review of Themes 1 and 2. Feedback from participants and academics has been positive. Case studies were shared demonstrating practical application of learning from the programme has supported efficiencies in Same Day Emergency Care (SDEC) handover in Withybush Hospital and treating Palliative care patients within the community has lead to admission avoidance. Next steps for the programme include adopting recommendations of the review and discussion to progress the next cohort of participants.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to RECEIVE ASSURANCE with regard to HDdUHB and SBUHB regional discussions and NOTE the ARCH Portfolio Summary Update.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.3 Provide assurance to the Board that, wherever possible, University Health Board plans are aligned with partnership plans developed with Local Authorities, Universities, Collaborative, Alliances and other key partners, such as the Transformation Group who form part of A Regional Collaboration for Health (ARCH).
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	2.1 Managing Risk and Promoting Health and Safety 3.3 Quality Improvement, Research and Innovation 7. Staff and Resources 7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners. 5. Deliver, as a minimum requirement, outcome and delivery framework work targets and specifically eliminate the need for unnecessary travel & waiting times, as well as return the organisation to a sound financial footing over the lifetime of this plan

Amcanion Cynllunio Planning Objectives	5N_22 Implement National Network and Joint Committee Plans
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	8. Transform our communities through collaboration with people, communities and partners

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Each element of ARCH is being developed against a series of evidence bases.
Rhestr Termau: Glossary of Terms:	Included within the body of the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	All items have been discussed within the ARCH programme structure.

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	ARCH is funded by the three organisations which form the partnership.
Ansawdd / Gofal Claf: Quality / Patient Care:	<p>The regional models of service will place the patient at its centre and work together with patients and citizens to co-produce healthier people and communities to deliver better outcomes that matter to people. ARCH partners will work with our population to develop local values, focused on the health of our communities. Working with the wider public and third sectors, the Health Boards will implement new regional service models based on the principle of care being provided closer to home. Expanding access through the development of new infrastructure and redeveloping and redefining the use of existing infrastructure will radically transform patient pathways across the region.</p> <p>ARCH will provide a significant contribution to:</p> <ol style="list-style-type: none"> 1. Addressing the chronic staff shortages for certain specialities/services and in doing so improve quality of care through meeting the correct standards of staffing and providing more consistent staffing. 2. Improving the efficiency with which services are delivered. 3. Increasing non NHS income through expanding research, clinical trials and other collaborative partnerships with industry.

	Over time, reduce or stabilise the burden from chronic disease through prevention and public engagement with their health.
Gweithlu: Workforce:	<p>ARCH will provide a significant contribution to addressing the chronic staff shortages identified across the Health Board; this will be achieved through:</p> <ul style="list-style-type: none"> i. Improving training numbers and retention ii. Where appropriate moving to regional delivery of certain service models <p>In doing so reducing the premium rate variable pay costs.</p>
Risg: Risk:	The ARCH Board maintains a wide ranging risk register that is reviewed at every ARCH Board meeting and by the Delivery and Leadership Group of the ARCH Partnership (an Executive Level meeting at which all three partners are represented).
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Equality Impact Assessments will be undertaken on each of the projects within the PDP as they are developed as an integral part of each business case