

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 June 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	A Regional Collaboration for Health (ARCH) Portfolio Update Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategic Development and Operational 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)

Ar Gyfer Trafodaeth/For Discussion

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), Swansea Bay University Health Board (SBUHB) and Swansea University for the period April to May 2022.

Cefndir / Background

Headline discussions and issues taken to ARCH groups are summarised in this report:

- ARCH Regional Recovery Group (RRG) – Chaired by Steve Moore
- ARCH Strategic Developments Group (SDG) – Chaired by Lee Davies
- ARCH Operational Change Groups (OCG) – Chaired by Andrew Carruthers

Asesiad / Assessment

ARCH currently has six programmes of work:

- Cardiology Regional Services
- Regional Eye Care
- Dermatology Regional Services
- Neurological Conditions Regional Services
- Pathology Regional Services
- South West Wales Cancer Centre (SWWCC) Services

and five emerging programmes of work:

- Hyper Acute Stroke Unit (HASU)
- Orthopaedics
- Endoscopy
- Radiology
- Oral Maxillofacial Surgery (OMFS)

Cardiology Regional Services

- Operational groups have worked with the Wales Cardiac Network and Finance Delivery Unit to agree an Acute Coronary Syndrome (ACS) pathway across the region. A proposal was endorsed by the RRG in March 2022. Updates were provided and agreed in May 2022. Work underway includes reducing the admission time to referral to the Centre in HDdUHB, reinstatement of the Treat and Repatriate service and the ring fencing of regional beds at Morriston.
- Assisted Reality in Echocardiography has received £35k funding to develop a tool that supports training, mentoring and second opinion at a distance for Echocardiography. This is achieved by the use of a ruggedized assisted reality solution camera mounted on a headset and the development of some bespoke software for use on an eye level micro display. This work started in April 2022.

Regional Eye Care

- An update to the South West Wales (SWW) Glaucoma Service business case for introducing the Ophthalmic Diagnostic and Treatment Centre model of care across the region highlighting revisions to delivery and timelines was received and discussed in March.
- It was agreed at OCG that work on long term plan for eye care would start in October 2022. This would allow time for the short/medium term service changes to embed ahead of future planning.

Dermatology Regional Services

- Regional Dermatology service updates were received and noted via highlight reports without discussion.

Neurological Conditions Regional Services

- The Functional Neurological Disorder (FND) Business Case was endorsed by the RRG in March 2022. This was on the basis that Neurologist Consultant recruitment. Work plans and funding would be linked to joint work between HDdUHB and SBUHB moving towards HASU standards for stroke. Further work is needed to agree step by step investment and service alignment.

Pathology

- Welsh Government led a Gateway Review of the Pathology Programme in late March 2022. The programme received an Amber rating, which is positive for large projects at this stage of development. The Gateway Review made a number of recommendations that the programme is acting upon.
- The Pathology Task and Finish Group will fast track operational issues that require immediate/rapid solution and which are inhibitors to the planning/progress of the Project or are presenting as high risk.
- Work Stream Groups have been established for Microbiology, Cellular Pathology, Laboratory Medicine & Blood Sciences, and Genomics. The first meetings were held throughout April/May 2022. Terms of Reference are nearing completion.
- A workshop reached a consensus to include Laboratory Medicine & Blood Sciences within the Outline Business Case (OBC). Formal inclusion will need RRG and Health

Board agreement. A paper is being prepared to highlight any risks that may impact the timeline/budget.

- Establishing a Research and Innovation workstream is in discussion, this Group's objective would be to maximise research and innovation opportunities from the Pathology Programme and ensure latest and emerging research and technology informs the new service's design.
- The programme's approach/method to service re-design was very well received by the Cellular Pathology workstream as a suitable approach for all workstream redesign.
- ARCH co-ordinated a collective (HDdUHB, SBUHB and Swansea University) response to Wales Genomics Partnership (sent Thursday, 19th May 2022) – the response was circulated on Friday, 20th May 2022 to all ARCH Boards/Groups to note.
- Future Governance Options/Management Structure Report is being prepared to reflect Welsh Government Gateway Review recommendations.
- A Memorandum of Understanding (MoU) setting out the regional working arrangements for Cellular Pathology has been drafted and agreed. Final approval is being sought from HDdUHB.
- A Programme Director role (Gateway Review recommendation) is currently with job matching and will be advertised shortly.
- The workstreams have leveraged support from the Delivery Unit for Pathology demand and capacity modelling which aligns to the work the NHS Collaborative have procured the Delivery Unit to conduct.

South West Wales Cancer Centre (SWWCC) Services

ARCH Strategic Developments Group:

- Approved the recommendation from the SWWCC Regional Strategic Programme to change the programme output to: Develop a Strategic Programme Case
- Agreed the proposed timelines: To submit the Strategic Programme Case to Health Boards in September/October 2022
- Noted the new ask from Welsh Government to provide a 10 year Radiotherapy (RT) Infrastructure Plan in June 2022
- Noted the work in progress to allow the SDG to receive the 10 year RT Infrastructure Plan for approval at the next meeting (24th June 2022);

Emerging Programmes

Opportunities for regional working are being explored by the ARCH NHS Groups for regional HASU, Orthopaedics, Endoscopy, Radiology, and Oral Maxillofacial Surgery (OMFS).

Workshops and discussions have taken place during April/May 2022 to progress these emerging programmes. Papers seeking agreement to formally progress HASU, Endoscopy and Radiology are scheduled for discussion at the RRG in June 2022. A formal update from the national programme for Orthopaedics is scheduled for July 2022, which may lead to a new regional orthopaedics programme. An OMFS paper is expected to follow in September.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to: **NOTE** the HDdUHB and SBUHB regional discussions and 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:	2. Working together to be the best we can be 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
Amcanion Cynllunio Planning Objectives	3G Research and Innovation 4J Regional Well-being Plans
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

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:	<p>ARCH is funded by the three organisations which form the partnership.</p> <p>Changes negotiated and endorsed via ARCH governance must be agreed via the relevant Hywel Dda governance process.</p>
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. <p>Over time, reduce or stabilise the burden from chronic disease through prevention and public engagement with their health.</p>
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> <ol 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:	<p>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).</p>

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