



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	27 June 2024
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	A Regional Collaboration for Health (ARCH) Portfolio Update Report
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Director of Strategy and Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Siôn Charles – Head of ARCH Strategy & Service Planning

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Gwybodaeth/For Information

**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 February to May 2024.

**Cefndir / Background**

Primary discussion at ARCH Partnership, ARCH Delivery and Leadership Group (DLG) and progress of the ARCH Service Transformation Programmes are summarised in this report.

The ARCH NHS Regional Recovery Group met on 26 February 2024.

The ARCH Partnership and ARCH Delivery Leadership Group did not meet during this period.

The newly formed ARCH Regional Planning Group met on 19 March, 16 April and 21 May 2024.

**Asesiad / Assessment**

**ARCH SERVICE TRANSFORMATION PROGRAMME UPDATES**

**Cardiology Regional Services**

- The ARCH Cardiology Regional Services programme was closed in February 2024.
- A closure report was received by the ARCH Regional Recovery Group.

**Regional Neurosciences Services**

- The ARCH Regional Neurosciences Services programme is currently in abeyance as a result of prioritising ARCH and organisational resources. This will be reviewed in September 2024.

**Regional Pathology**

- Operational Delivery Network (ODN) development – transitional governance arrangements (including a transitional Memorandum of Understanding (MoU)) agreed by both SBUHB and HDUHBs' Public Boards. Transitional phase due to last until April 2025, focusing on preparing for full launch. Both UHBs will be asked later in 2024/25 to approve formal launch of the ODN in Quarter 1 2025/26.
- Finance and Outline Business Case (OBC) for new Regional Pathology Hub: Initial 1:200 scale plans for new Regional Pathology Hub being revised in light of new Welsh Government (WG) guidance. Additional resource to extend design partner fees and internal staff into 2024/25 requested February 2024; awaiting a reply from Welsh Government as part of its ongoing capital prioritisation exercise. Some members of the ARCH Pathology team have left due to this uncertainty, with majority of posts currently only contracted until September 2024.
- Recruitment – Draft management structure for regional service and draft workforce structure for regional-level support functions produced. Regional Anatomical Pathology Technician posts (to support the new regional Mortuary Manager) created and recruited to.
- Digital – Laboratory Information Management System (LIMS) Delivery Group formed and is leading work to implement a single Laboratory Information Management System across the region. HDdUHB and SBUHB considering the business case and associated funding request submitted by the National Pathology Programme for enhanced Wales-wide digital cellular pathology capability.
- Blood Sciences/ Laboratory Medicine – Work ongoing to detail illustrative activity and workforce model for OBC. Working with current equipment suppliers to accurately model this.
- Cellular Pathology – Procurement exercise ongoing to obtain indicative costs for implementing a Managed Service Contract for Cellular Pathology Services across the region.
- Microbiology – Work to clarify requirements for 'hot lab' in Singleton ongoing.
- Precision Medicine – Discussions ongoing with Swansea University and All Wales Medicines Strategy Group (AWMSG) around detail of proposed 'Precision Medicine' unit as part of the main hub build.
- Engagement with staff and service users continues. Second round of face-to-face engagement sessions with laboratory staff on all sites held February 2023.

### **South West Wales Regional Cancer Services**

- Second permanent CT SIM (Computerised Tomography Simulator) capital business case in development and to be considered by both Health Boards in Summer 2024, for onward submission to Welsh Government.
- Future Radiotherapy service model (Linac expansion) across South West Wales options appraisal process in development.
- Oncology Outpatients Service Level Agreement (SLA)/ Long Term Agreement (LTA) discussions to clarify activity and funding position between SBUHB and HDdUHB in progress.

### **South West Wales Regional Stroke Programme**

- James Severs (Hywel Dda UHB - Executive Director of Therapies and Health Science) has taken over as Senior Responsible Owner (SRO) for the regional programme from February 2024.
- No Steering Boards have taken place during this period due to operational and Clinical Service Plan pressures.
- Brainomix (artificial intelligence enabled brain scanning solution) went live in HDdUHB in April 2024. This has enabled Computerised Tomography (CT) Perfusion rollout planning

to start, which will support with the treatment of 'wake up' stroke. Note that Brainomix went live in December 2023 in SB UHB, with CT Perfusion rolled out (reduced hours).

- The Pembrokeshire and Carmarthenshire Stroke Pathway was presented to the HDdUHB Board on 28 March 2024. Clinical Service Plan Phase 2 is in progress.
- Review of Governance for Stroke service completed and new Terms of Reference (ToR) in place.
- Baselining Stroke services across the complete Stroke pathway is underway at an ARCH regional level.
- Delivery of the Comprehensive Regional Stroke Centre (CRSC) is underway in SBUHB. Recruitment is underway in line with their two-year recruitment plan. Their Sentinel Stroke National Audit Programme (SNAPP), which measures the quality and organisation of stroke care in the NHS, scoring was C for three of the last four quarters. This is an improvement on their 2022/23 performance.
- The National Programme has developed a new Stroke Dashboard. The Dashboard has been User Acceptance Tested and is due to go live in June 2024.

### **Regional Oral Maxillofacial Surgery (OMFS) Programme**

- The ARCH Regional Oral Maxillofacial Surgery (OMFS) Programme was closed in February 2024.
- A closure report was received by the ARCH Regional Recovery Group.
- This will be reviewed in September 2024.

### **Regional Diagnostics**

- Endoscopy - At the last Programme Board the Group agreed the following four areas of regional focus: Bowel Screening Wales, Pathway standardisation, Alternative models for delivery; and Workforce Planning and Development. The National Endoscopy Programme Lead shared details on the National Programme Demand and Capacity (D&C) Submissions and presented a picture of what a regional D&C for South West Wales could look like. This will be utilised in addressing the four areas of focus.
- In the May 2024 Endoscopy meeting, it was agreed that the Programme would wait for the completion of the Clinical Service Plan review process in HDdUHB to finish before the next Endoscopy meeting in September. This will enable the Group to develop informed work programmes.
- Radiology – It was agreed by the ARCH Regional Radiology programme in February 2024 that the work to standardise dashboards has been completed to an extent which will enable both Health Boards to make decisions around regional opportunities. The Radiology programme held the first of its planned three part workshop series on 13 May 2024 focusing on Operational Demand and Capacity. The agenda for the next workshop (26 July 2024) has been agreed and this will include a prioritisation matrix exercise to help focus a programme of work.
- Neurophysiology - Neurophysiology is now commissioned by Welsh Health Specialised Services Committee (WHSSC) as of April 2024.

### **Eye Care programme**

- The Programme Definition Document (PDD) for a new Eye Care Programme was reviewed by the ARCH Regional Recovery Group in February 2024, receiving comments for minor changes to details.
- An Eye Care Service Status Report detailing a factual analysis of both Health Boards services was provided to the SRO and Swansea Clinical Lead at the end of May 2024. More information including a full financial summary, and in-depth summary of HDdUHB delivery locations and clinics has been requested to inform next steps.

### **Orthopaedics programme**

- The new programme manager for Orthopaedics started in February 2024.
- Action to build structure and direction for the regional Programme, including reviewing the PDD and reporting progress and regular Programme Board meetings.
- Draft Arthroplasty Standard Operating Procedure developed.
- Identified and reported key quality measures from across the region at the Orthopaedics Programme Board.

### **Interventional Radiology (IR), including Vascular IR**

- Following Business Continuity Incident (BCI) in SBUHB, measures were implemented end of 2023 where support from Cardiff & Val (CAV)// Aneurin Bevan (AB) UHBs to maintain service was agreed. This support ceased on 15 February 2024 as the service is now stabilised through long-term locum agreements.
- NHS England Transformation Unit (TU) was commissioned by SBUHB in March 2024. Their role is to support long term planning and leading work to commission a service provider/partner for IR services. Communications brief and Project Plan has been developed; data analysis is underway to understand current and future demand, including unmet demand.
- As a key stakeholder HDdUHB, as a commissioner of services from SBUHB, has been invited to a Stakeholder Options Workshop planned for 3 July 2024.
- Expectation to go out market for commercial engagement in September 2024 and mobilisation in April 2025.
- Work is underway to create more formal South West Wales Vascular Network, which will include Vascular Interventional Radiology.

### **ARCH STRATEGIC INITIATIVES UPDATES**

#### **(RESEARCH, ENTERPRISE, INNOVATION, WORKFORCE, EDUCATION AND SKILLS)**

##### **Harmonised IP**

- HDdUHB team are engaged with Corporate Governance planning for navigating the appropriate policy governance routes and actions for adopting a new policy.

##### **Innovation and Research Commercial Strategy and Delivery Model**

- Tender issued on 29 May 2024, funded by and in collaboration with Welsh Government Innovation in Health team linked to their innovation strategy from February 2023, for a supplier to prepare a report setting out insights from other health organisations innovation and research commercial strategies and how other organisations arrange themselves for and manage commercial activity.
- Note received from NHS Shared Services Legal Team on the powers of Local Health Boards and NHS Trusts within NHS Wales to trade/raise income and the possible form of a trading subsidiary.

##### **Develop regional approaches to innovation (TriTech) and research (Joint Clinical Research Facility (JCRF))**

- AMGEN Cardiovascular Disease (CVD) – joint project between TriTech and JCRF.
- The key findings from the interim analysis of the data collected and patient/staff feedback for the implementation and evaluation of the new high risk CVD clinics in Phases 1 and 2 produced.
- Discussions between JCRF and TriTech continue on regional oncology Research and Development and whether this should be a focus for potential Voluntary Scheme for Branded Medicines Pricing, Access and Growth (VPAG) commercial trial income going forwards. The interim Medical Director for HDdUHB is visiting Swansea University at the end of April 2024 and will be shown around JCRF.

## Regional Governance

- SBUHB and HDdUHB are discussing arrangements to form a Joint Committee between HDdUHB and SBUHB to focus on regional planning, in line with the Minister for Health and Social Services Cabinet Statement on 19 March 2024.
- HDdUHB and SBUHB Corporate Governance teams, supported by ARCH, have commissioned NHS Wales Shared Services Partnership (NWSSP) to develop a regional working MoU for governance arrangements for regional planning and delivery between the Health Boards. Work to finalise the MoU is ongoing and informing discussions to develop a Joint Committee.

## Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to:

- NOTE the Hywel Dda UHB and Swansea Bay UHB regional discussions and the ARCH Portfolio Summary Update.

<b>Amcanion: (rhaid cwblhau)</b>	
<b>Objectives: (must be completed)</b>	
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
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	4. Learning, improvement and research 3. Data to knowledge 2. Culture and valuing people
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	4 Planned care, diagnostics and cancer Recovery 6 Clinical services plan
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	8. Transform our communities through collaboration with people, communities and partners

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<b>Gwybodaeth Ychwanegol: Further Information:</b>	
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.
Partïon / 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.

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	ARCH is funded by the three organisations which form the partnership.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	<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"> <li>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.</li> <li>2. Improving the efficiency with which services are delivered.</li> <li>3. Increasing non NHS income through expanding research, clinical trials and other collaborative partnerships with industry.</li> </ol> <p>Over time, reduce or stabilise the burden from chronic disease through prevention and public engagement with their health.</p>

<b>Gweithlu: Workforce:</b>	ARCH will provide a significant contribution to addressing the chronic staff shortages identified across the Health Board; this will be achieved through: <ul style="list-style-type: none"> <li>i. Improving training numbers and retention</li> <li>ii. Where appropriate moving to regional delivery of certain service models</li> </ul> In doing so reducing the premium rate variable pay costs.
<b>Risg: Risk:</b>	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).
<b>Cyfreithiol: Legal:</b>	Not Applicable
<b>Enw Da: Reputational:</b>	Not Applicable
<b>Gyfrinachedd: Privacy:</b>	Not Applicable
<b>Cydraddoldeb: Equality:</b>	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.