

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	31 October 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 Strategic Development and Operational 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 May to October 2024.

**Cefndir / Background**

Primary discussion at 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 23 September 2024.

The ARCH Delivery Leadership Group met on 19 August 2024.

The ARCH Regional Planning Group met on 2 July, 20 August and 10 September 2024.

**Asesiad / Assessment**

**ARCH SERVICE TRANSFORMATION PROGRAMME UPDATES**

**Regional Pathology**

- **Operational Delivery Network (ODN) development:** Transitional governance arrangements (including a transitional Memorandum of Understanding (MoU)) agreed by both SBUHB's and HDdUHBs' Public Boards in their May 2024 meetings. Transitional phase due to last until April 2025, focusing on preparing for full launch. Both Health Boards will be asked later in 2024/25 to approve formal launch of the Operational Delivery Network (ODN) in Quarter (Q) 1 2025/26
- **Finance and 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 2025; awaiting a reply from Welsh Government as part of

its ongoing capital prioritisation exercise. Some members of the ARCH Pathology have left due to this uncertainty, with majority of posts currently only contracted until September 2024. (now extended to end of October 2024 due to pause in redeployment policy by SBUHB pending new recruitment approval process for Agenda for Change A4C roles)

- 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. LIMS Project Leads appointed in both organisations.
- 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 Outline Business Case (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 Medical Genomics Service (AWMGS) 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
- Risk of team sustainability as current Band 4 support roles end 30 September 2024 (now 28 October 2024)

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

- Second permanent Computerised Tomography Simulator (CT SIM) capital business case developed and approved by Health Boards for onward submission to Welsh Government
- Future Radiotherapy service model (Linac expansion) across South West Wales options appraisal process developed (fifth Linac) and initial outputs produced, working with key stakeholders across SBUHB and HDdUHB

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

- Exploring opportunities to run pilot with MoveLab – Data Protection Impact Assessment being undertaken
- Handover for Programme Manager – Complete. September 2024 ARCH Regional Planning Group recommended Neil Miles to support Regional Stroke Programme Manager essential duties until role recruited
- Computerised Tomography Perfusion (CTP) live during limited hours
- Regional Stroke Programme Board hasn't met during the reporting period

### **Regional Diagnostics**

- Radiology: A full-service status report is being compiled to highlight the following information:

- National and Regional Context
- Services Specification/Profile – types of service, sites, equipment etc
- Posts/Vacancies from Staff in Post (SIP) list in Whole Time Equivalent (WTE's)
- Budget Profile/Funding Envelope for a full year, including anticipated additional money
- Commissioned activity/insource outsource etc
- Performance end of year 2023/2024 and year to date
- This work will be completed October 2024. Regional opportunities will be identified after this report is finalised
- Endoscopy: The Endoscopy teams from both Health Boards met on 12/09/24 to discuss the agreed areas of focus and define milestones for 2024/25:
  - Pathways standardisation
  - Alternative models or delivery and innovative solutions
  - Workforce planning and modernisation

### **Eye Care programme**

- On-going meetings: Meetings have continued on a weekly basis with the operational teams from both Health Boards to collate data in preparation for a regional meeting
- ARCH Regional Planning group 10 September 2024: At the ARCH Regional Planning group the need for a senior leadership meeting was discussed in order to progress a regional eyecare programme of work
- 24 September 2024: Senior leadership meeting between both Health Boards to review and discuss the regional programme of work. There was agreement to continue discussions around regional Paediatrics and a regional on-call model. A meeting will be organised with clinical and operational leads to progress the programme of work

### **Orthopaedics programme**

- Programme Board Meeting: The Programme Board convened on 17 September 2024.
- Clinical Reference Group (CRG) Terms of Reference (ToR): The Clinical Reference group ToR were approved at the regional Programme Board
- Sub-specialty Group Updates: The Arthroplasty sub-specialty group has initiated monthly meetings to review regional activities and facilitate shared learning. Other sub-specialty discussions are underway, focusing on improving regional service efficiency
- Patient Tracking List (PTL) Progress: Efforts to implement a regional PTL are ongoing. Further clinical engagement at the sub-specialty level is needed to explore opportunities, address operational challenges, and ensure benefits realisation
- Implementation Plan for Quarter (Q) 3 and Q4: A high-level implementation plan for the remainder of the year was reviewed at the Programme Board, outlining key actions for Q3 and Q4.
- SBUHB Activity: Activity continues in Prince Phillip Hospital (PPH), with Friday operating lists scheduled until the end of March 2025. Ad-hoc sessions will also be provided as needed

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

- Recruitment and appointment of a South West Wales Vascular Network Manager was completed and started on 16 September 2024. This appointment will support the delivery of a formal South West Wales Vascular Network by end of March 2025

## **ARCH STRATEGIC INITIATIVES UPDATES (RESEARCH, ENTERPRISE, INNOVATION, WORKFORCE, EDUCATION AND SKILLS)**

## ARCH Review

- The ARCH Review for 2023-24 has been finalised and provides a summary of achievements of regional partnership working for that year. Awaiting final edit of Welsh Translation ahead of distribution of ARCH Review

## Regional Commercialisation Strategy and Delivery Model

- Academic Health Solutions working with the Welsh Government led team have concluded Phase 1 of delivery (investigation and data collection) and progressed to Phase 2 (workshops and stakeholder interviews)

## ARCH Innovation Forum

- ARCH Delivery and Leadership group approved the proposal to establish an ARCH Innovation Forum to showcase and support regional research and innovation projects. This would fit with the broader research and innovation strategies of both health boards and Swansea University

## Regional Governance

- SBUHB and HDdUHB are discussing arrangements to form a Joint Committee to focus on regional planning, in line with 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 Memorandum of Understanding 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
- Board to Board (HDdUHB and SBUHB) meeting arranged for 17 October

## 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.

### 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
Parthau Ansawdd: Domains of Quality	7. All apply

<a href="#">Quality and Engagement Act (sharepoint.com)</a>	
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	4a Planned Care and Cancer Recovery 4b Regional Diagnostics Plan 5b Research and innovation 6a 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

<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 Termiau: 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.

<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>	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. ARCH will provide a significant contribution to:

	<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>	<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"> <li>i. Improving training numbers and retention</li> <li>ii. Where appropriate moving to regional delivery of certain service models</li> </ol> <p>In doing so reducing the premium rate variable pay costs.</p>
<b>Risg: Risk:</b>	<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>
<b>Cyfreithiol: Legal:</b>	Not Applicable
<b>Enw Da: Reputational:</b>	Not Applicable
<b>Gyfrinachedd: Privacy:</b>	Not Applicable
<b>Cydraddoldeb: Equality:</b>	<p>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.</p>