



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

<b>DYDDIAD Y CYFARFOD:</b> <b>DATE OF MEETING:</b>	26 June 2023
<b>TEITL YR ADRODDIAD:</b> <b>TITLE OF REPORT:</b>	A Regional Collaboration for Health (ARCH) Portfolio Update Report
<b>CYFARWYDDWR ARWEINIOL:</b> <b>LEAD DIRECTOR:</b>	Lee Davies, Director of Strategy and Planning
<b>SWYDDOG ADRODD:</b> <b>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 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 March to May 2023.

**Cefndir / Background**

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

The ARCH NHS Regional Recovery Group met on 23 March, 22 April, and 24 May 2023.

**Asesiad / Assessment**

**ARCH Service Transformation Programme Updates**

**Cardiology Regional Services**

- Sessional time to continue the Regional Cardiac Computerised Tomography (CT) service was agreed to maintain current Hywel Dda service levels.
- ACS Pathway business case continues to be refined with Swansea Bay.
- Treat and repatriate service to support the Acute coronary syndromes (ACS) pathway reinstated 26 April 2023. Initial data showing improvements in access to Cardiac Centre by reducing lengths of stay by 1 day. Further improvements are planned.
- Ongoing review of cardiac pacing data produced for 2022/23 to assess whether Hywel Dda needs a long term agreement with Swansea Bay for non-complex pacing.

**Regional Neurosciences Services**

- Work to develop plans for a Single Neurosciences service was endorsed by the ARCH Regional Recovery Group to achieve greater regional service equity for patients.
- Hywel Dda have committed funding to developing and delivering a Functional Neurological Disorders (FND) service. Currently waiting for confirmation of funding from Swansea Bay ahead of recruitment.

- Collaborative working between health boards has commenced in a move towards a regional Neurophysiology service, linked to the single neurosciences highlighted above.

### **Regional Diagnostics**

- The initial Regional Diagnostics Programme Board met on 10 May 2023 with the meeting being chaired by Mark Hackett, CEO Swansea Bay, and well attended by Clinical Leaders of Radiology, Endoscopy, Cardiology, Pathology and Neurology. Also in attendance were Executive Directors from both Health Boards who will be responsible for supporting delivery of the programme.
- Key areas of discussion and agreement were:
  - Scope of programme agreed to be all diagnostics from Community to Tertiary, ensuring the continuum of care for each patient is included.
  - Terms of Reference (ToRs) were presented and comments offered with agreement expected at next meeting. Programme Board meetings scheduled to be every 6 weeks
  - Membership to include Primary Care representatives.
  - Agreed that a definition was required to describe community diagnostics and define any core components.
  - Agreed there should be a common approach and methodology to data capture.
  - All Board Members were tasked with feeding back on strengths, weaknesses and workforce development opportunities of a regional approach to diagnostics.

### **Regional Dermatology Services**

- The all-Wales Teledermoscopy model has now been fully implemented across the ARCH region. There are plans for each Health Board to scale up when consultant capacity, accommodation and administrative support allow.
- A group has been established from May 2023 to support the training and development of HDdUHB Speciality Doctors by Swansea Bay Consultant Dermatologists.

### **Regional Eye Care Services**

- The re-design of the South West Wales Glaucoma Service Business Case is underway and meetings have been set up with individual Health Board Operational Teams to ensure an accurate picture of revised data and projections is included. The timeline for completion and approval is September 2023.
- The work streams for both the Diabetic Retinopathy Referral Scheme and the Cataracts have both concluded.

### **Regional Pathology Services**

- Replacement Programme Manager appointed, commenced in post 2 May 2023.
- Site visits to exemplar laboratory's took place in March 2024.
- 3 stage design workshops held with User Groups from Hywel Dda, Swansea Bay Health Boards and Public Health Wales during April and May 2023. This will confirm Royal Institute of British Architects (RIBA) Stage 2 design for detailed outline business case (OBC) costing and development to be completed.
- OBC development continued with benefits workshops underway, revenue considerations and detailed workforce planning underway.
- Operational Delivery Network (ODN) Transition Board formed, and work programme established. Aim for Shadow ODN from January 2024, full implementation from April 2024.

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

- SWWCC Strategic Programme Case (SPC) was approved in January 2023 by SBUHB and HDdUHB Boards. The SPC:
  - Provides the 10 year strategic framework for regional radiotherapy and oncology outpatient services (23/24 – 32/33).

- Provides a framework to develop further business cases and service plans to ensure that all patients across the region receive equitable access to, and outcomes from oncology treatments and services.
- Health Boards committed to the principle of supporting the required revenue costs associated with implementation, on a proportionate share, subject to individual business case approvals.
- Intention to continue work is described in both Hywel Dda and Swansea Bay Health Boards Annual Plans for 2023/24.
- Work has begun on the financial and capital elements with regards to the provision of a second CT Simulator.

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

- Comprehensive Regional Stroke Centre (CRSC) (formerly known as Hyper Acute Stroke Unit) Business Case was endorsed by the ARCH Regional Recovery Group in March 2023.
- Hywel Dda UHB and Swansea Bay UHB requested that further work be completed ahead of final agreement.
  - Hywel Dda UHB requested a business case to understand the effects of the CRSC on the Carmarthenshire Stroke Pathway, including changes to the 'National Clinical Guidelines for Stroke for the UK and Ireland 2023'. Details are covered in the Stroke Business Cases that are on the SDODC agenda 26 June 2023.
  - Swansea Bay UHB asked for a redesign and re-phasing of delivery to reflect 2023/2025.

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

- Workshop with clinical and operational teams held on 26 May 2023. One of a series of workshops that will lead to a regional OMFS work programme and plan.

### **ARCH Partnership**

- The ARCH Partnership met in May 2023.
- ARCH Partnership noted that discussions are ongoing with the Executive Teams in HDdUHB and SBUHB to address challenges in resourcing and prioritising ARCH NHS service transformation programmes.
- An Annual Review 2022-23 is currently being drafted and will be circulated in early June 2023.
- ARCH Partnership received an update about:
  - ARCH Innovation and Research Strategy that encompasses the research and innovation priorities of each ARCH Partner organisation and align to national strategies.
  - Swansea Bay City Deal Campuses project and progress on planning for the Morriston access route.
  - ARCH collaboration with Swansea University to procure a 'market analysis' to support and inform strategic planning and decision making for Campuses project Phase 2 and broader strategic initiatives in research, enterprise and innovation. This would include developing insights into the academic case, clinical case, investor case, developer case, and industry case.
  - ARCH Health Needs Assessment and Health Impact Assessment project will evidence a benefits and impacts baseline Campuses Project and inform strategic planning and decision making for the Swansea Bay City Deal Campuses Project Phase 2.
- The ARCH Partnership endorsed the ToRs (which had been scheduled for review) without amendment.
- Noted that Swansea Bay would fund a second cohort of the ARCH Senior Leaders Development Programme.

### ARCH Delivery Leadership Group

The ARCH Delivery Leadership Group met on 1 March 2023 and received and discussed progress updates:

- ARCH Research, Enterprise and Innovation Group Updates
  - ARCH Health Needs & Health Impact Assessments
  - ARCH Innovation & Research Strategy
  - Campuses Market Analysis
  - TriTech/Joint Clinical Research Facility (JCRF) Business Plan
  - ARCH Senior Leaders Development Programme
- Campuses project update
- Phil Kloer, Medical Director, Hywel Dda will take chairing responsibilities following Siân Harrop-Griffiths, Director of Strategy at Swansea Bay's retirement in April 2023

### ARCH Research, Enterprise and Innovation Group

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

### 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
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	1. Safe 2. Timely 3. Effective 5. Equitable
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	3. Striving to deliver and develop excellent services 6. Sustainable use of resources

Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
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>	<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. 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>

	Over time, reduce or stabilise the burden from chronic disease through prevention and public engagement with their health.
<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