

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 October 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	A Regional Collaboration for Health (ARCH) Portfolio Update Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Siôn Charles – Head of ARCH Strategy and 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 'A Regional Collaboration for Health' (ARCH) Portfolio and the regional discussions held between Hywel Dda University Health Board (HDdUHB) and Swansea Bay University Health Board (SBUHB) for the period July to September 2023.

Cefndir / Background

Primary issues discussed 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 Strategic Developments Group met on 26 September 2023.
- The ARCH Operational Change Group met on 20 June and 19 September 2023.
- The ARCH DLG met on 4 September 2023.
- The ARCH Partnership met on 15 August 2023.

Asesiad / Assessment

ARCH Service Transformation Programme Updates

Cardiology Regional Services

- Cardiac Computerised Tomography (CT) training completed September 2023. Ambition remains to double Cardiac CT session time available in HDdUHB within the next 2 years. Maximising session time across HDdUHB limited due to lack of Radiography time.
- Acute Coronary Syndrome (ACS) pathway business case, way forward and requirements to be agreed for Echo/Cardiac Physiology regional approach for 6/7 day working, and completion of the Cardiac Pacing review and recommendations.

Regional Neurosciences Services

- Funding for Functional Neurological Disorder service has not been prioritised (July 23) for 2023/24 and another route for funding is to be sought. Service teams informed of decision.
- Work to develop plans for a Single Neurosciences service was endorsed by the ARCH Regional Recovery Group in June 2023 to achieve greater regional service equity for patients.
- Neurophysiology planning now underway. Planning for Centre of Excellence with hub and spoke model. Financing of Improving Quality in Physiological Services (IQIPS) accreditation (only 4-5 centres in UK) required (£40k over 5 years). Regional exchange meetings held on 26 April with return meeting held on 6 June 2023 in HDdUHB. Work

Programme agreed with Leads. Capital bid in HDdUHB still awaiting decision and has been placed on Neurosciences programme risk register. Comparable systems and standards essential to creating an effective regional service. Links to Regional Diagnostics and included in scope. Welsh Health Specialised Services Committee (WHSSC) to take over service in April 2024 (TBC) and impact to be assessed. Meeting being planned to discuss.

Regional Dermatology

- A proposal to formally close this programme and associated workstreams was agreed by the ARCH Regional Recovery Group meeting on 5 October 2023.
- Any further activity in this programme is hindered by the ongoing issue with consultant recruitment. There are no ongoing actions.
- Programme achievements include:
 - Introduction of a substantive all-Wales Teledermoscopy service model
 - Pathways Review:
 - 2019 Dermatology to Plastic pathway aligned and processes added to ensure timelier treatment and outcome
 - 2019 Primary Care referrals process robustly reviewed and shared resulting in one single Clinical Online Information Network (COIN) referral resource for GP's.
 - Minor Operational Procedures initiated in Carmarthenshire provided by GPs with extended roles.
 - Regional endorsement for the certificate of eligibility for specialist registration (CESR) programme to 'home –grow' consultants

Regional Eye Care

- A proposal to formally close the Eye Care Programme along with the associated workstreams (Glaucoma, Diabetic Retinopathy Referral, and Cataracts) was agreed by the ARCH Regional Recovery Group for endorsement on 5 October 2023.
- Programme achievements include:
 - Implementation of a Regional Diabetic Retinopathy Referral Refinement Service
 - Increased Cataract theatre capacity in SBUHB and HDdUHB via Welsh Government Capital funding allocated to build new theatres in Singleton and Amman Valley
 - Implemented one additional theatre at Day Surgery Unit (DSU), Singleton Hospital; and one additional theatre capacity Amman Valley Hospital
 - Developed and agreed Glaucoma Business Case (securing £1.2m recurrent funding)
 - Agreed regional use of consultant resource
- Both SBUHB and HDdUHB Eye Care Services underwent Getting It Right First Time (GIRFT) Reviews in June/July 2023; the draft report for comment has been received by individual services and the final report is expected October 2023. A further report commissioned by the Strategic Programme for Planned Care, at Welsh Government, is expected imminently and is likely to further emphasise the importance of regional working.
- A proposal for the following was endorsed by the ARCH Regional Recovery Group in October 2023:
 - Establishing a single regional Eye Care Collaborative Group who will attend to recommendations from the GIRFT reports and national review and continue regional discussions
 - Establishing a new executive and clinically led Ophthalmology Steering Group / Programme Board
 - Develop a programme definition document (PDD) for a new Regional Ophthalmology Programme.

Regional Pathology

- Recruitment – Regional Mortuary Manager has commenced in post
- Finance – Resource plan for 2023/24 has been agreed and financial monitoring process on fee's is in place. Forecast is within contingency to year end
- Digital – Digital work stream has procured contractors to create a Digital Strategy for OBC
- Genomics – High level outline of the Genomics/Precision Medicine and Innovation space approved in principle.
- Cell Path – Procurement exercise in development to obtain indicative costs for implementing a Managed Service Contract for Cellular Pathology Services across the region.
- Blood Sciences/Laboratory Medicine – Agreed that the Operational Delivery Network (ODN) will lead service planning on a regional basis for blood sciences/laboratory medicine from April 2024
- Microbiology – Discussions with PHW on overall strategy
- Next steps include:
 - Formal approval of the Regional Mortuary Service Memorandum of Understanding (MOU)
 - Further site visits to Bristol undertaken, Liverpool (already visited by Microbiology) and the Grange University Hospital currently being planned. Focus needs to be on networked services not on hub design as per Phase 1 visits to Wolverhampton and Manchester. Closer connections with Leeds also to be maintained to learn from operationalising the recently opened new build
 - Digital Strategy to be finalised, then approved by Digital Workstream and presented to Programme Board (October 2023)
 - Procurement Strategy development and phased implementation plan to harmonise supplier contracts into regional model.

ODN development continuation. Workforce and Finance and Commissioning sub groups established. Engagement with staff and service users commenced. Face to face engagement sessions with laboratory staff on all sites scheduled for late October. Process agreed via Staff Side forums in both Health Boards.

South West Wales Regional Cancer Services

- The South West Wales Cancer Centre (SWWCC) Strategic Programme Case (SPC) was approved in January 2023 by SBUHB and HDdUHB as a 10 year strategic framework for regional radiotherapy and oncology outpatient services (23/24-32/33)
- Two workstreams were established to continue Radiotherapy and Oncology Outpatient elements
- Oncology Outpatient group met in September and agreed to develop a Terms of Reference, review workforce assumptions and draft work plan to include a communications and engagement plan
- Radiotherapy Group to meet in October and will focus on developing Terms of Reference, reviewing draft second Computerised Tomography (CT) Simulator (SIM) business case including revenue elements and understanding next steps regarding capital investment required. Also reviewing draft fifth Linac Options Appraisal and agree plan to progress.
- Welsh Government have been asked for feedback on the SWWCC SPC
- Work is moving to implementation planning and as such how the Groups are best supported and resourced

South West Wales Regional Stroke Programme

- SBUHB agreed to invest £1.5 million in 2023/24 and 2024/25 for Stroke Services

- HDdUHB Management Board did not approve Comprehensive Regional Stroke Centre (CRSC) business case or Factual Assessment of the Carmarthenshire Stroke Pathway Paper
- Secured Welsh Government HDdUHB Allied Health Professional (AHP) funding to set up Early Support Discharge (ESD) for Stroke Survivors
- Review started for Pembrokeshire and Carmarthenshire Stroke Pathway
- Next steps include:
 - Brainomix Go Live in SBUHB and HDdUHB
 - Recruitment for SBUHB Stroke Investment and HDdUHB ESD
 - Initiate meetings for Sub Groups within the National Programme

Regional Oral Maxillofacial Surgery (OMFS) Programme

- Operational Teams continue to undertake demand and capacity analysis of the Oral Surgery and Oral Medicine services across the region
- Draft work programme will be refined and agreed by clinical and operational teams in October 2023
- Oral and maxillofacial surgery (OMFS) Regional Services Work Programme will be handed over to the Regional Oral Health Advisory Committee for agreement and delivery in November 2023

Regional Diagnostics

- The initial Regional Diagnostics Programme Board Terms of Reference were agreed in July 2023
- Workstreams established include Imaging Medical Physics, Endoscopy, Cardiology, Neurophysiology, Cancer and Pathology (working in conjunction with the ARCH Regional Pathology Programme)
- Progress to date includes strengths, weaknesses, opportunities, and threats (SWOT) analysis template completion by all services in scope for Regional Diagnostics
- ARCH attended an Endoscopy Away Day for both Health Board teams on 28 September 2023. Outputs and next steps will be discussed with Workstream chairs in October
- The role of Chair was handed over from Mr Mark Hackett former CEO to Ms Christine Morrell, Director of Therapies and Health Sciences, SBUHB
- The Community Diagnostic Workshop agenda was agreed and planning is underway

ARCH Partnership

- ARCH Partnership were informed of development and publication of the ARCH Review 2022-23 which had been well received by stakeholders
- ARCH Partnership received an update about:
 - Swansea Bay City Deal Campuses Project including the agreement of the primary funding agreement to support planning for Phase 1. The draft secondary funding agreement to support planning for Phase 2 is currently being reviewed by SBUHB
 - Singleton Phase 1 is progressing well and the designs for the new sporting centre of excellence is at Royal Institute of British Architects (RIBA) Stage 2. Good progress has been made with partnerships with anchor institutions
 - Planning for the access route to the Morriston Hospital site is progressing with the ecology survey being undertaken and due to finish in October 2023
 - SBUHB has established an SBUHB Campuses Project Board to provide governance and decision making to support delivery of the Campuses Project. The initial meeting was held in August and the Terms of Reference are in development
- Five insight and information gathering activities are underway to inform planning and decision making for the Campuses Project:
 - Lot 1 Stakeholder Engagement and Mapping

- Lot 2 Future Investment Opportunities
- Lot 3 Service Improvement and Patient Impact
- Affiliate and Tenancy Review
- Campuses Health Needs and Health Impact Assessment.
- All reports are expected to be received by November 2023

The group thanked Mr Hackett for his time as chair of ARCH Partnership and as CEO for SBUHB. Mr Hackett thanked the group for their hard work and dedication to the ARCH Partnership with special thanks to the ARCH team. Chairing responsibilities will remain with SBUHB.

ARCH Delivery Leadership Group

The ARCH Delivery Leadership Group met in September 2023 and received and discussed progress updates:

- ARCH Research and Innovation Strategy development approach
- Despite awaiting finalisation of the SBUHB Research, Development, and Innovation Strategy – confirmation given that strategic goals align with HDdUHB and Swansea University’s research and innovation strategies
- A desk review of ARCH Partner research and innovation strategies (as well as University of Wales Trinity St Davids and Aberystwyth University’s research and innovation strategies) has identified common themes. Feedback from stakeholder engagement workshops and questionnaires reaffirmed the common themes
- ARCH DLG agreed that ARCH Partner strategies align which negated the need for an ARCH strategy and would instead develop an ARCH Research and Innovation Strategic Plan
- ARCH DLG reaffirmed commitment to proceed with developing a regionalisation of the Joint Clinical Research Facility (JCRCF) and TriTech
- Next steps also included
 - Shaping a clear identity for the ARCH Partnership and defining scale of operation
 - Creating a regional decision making forum and processes to support research and innovation activity
 - Developing a harmonised Intellectual Property (IP) policy
 - Developing a regional commercial policy
 - Creating University innovation and commercialisation support for the region (eg Accelerate/HTC, AgorIP, ATiC)

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:

Not Applicable

Datix Risk Register Reference and Score:	
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 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 Termiau: 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.

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. <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:	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