

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 October 2021
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 August to October 2021.

Cefndir / Background

The primary issues discussed at the ARCH Delivery and Leadership Group (DLG), the ARCH Partnership and ARCH Regional Recovery Group (RRG) are summarised in this report.

Asesiad / Assessment

ARCH Programme Activity

The ARCH DLG met on 20th August 2021 to finalise the re-organisation of the ARCH governance structure together with the Regional Service Planning and Priorities, with the aim of implementing the new structure by September 2021.

A written statement from Eluned Morgan, Minister for Health and Social Services, supporting the innovation in health and social care and consolidating existing activities into a single programme was considered by the DLG, whilst engaging with key partners and stakeholders for future opportunities will form part of the future Innovation Strategy for Wales. This aligns with the Life Sciences, Wellbeing and Sport Campuses' ambitions and is consistent with ARCH priorities to support research, enterprise and innovation.

ARCH Regional Recovery Group (RRG) September 2021

Eye Care – The proposed service delivery model included in the Glaucoma Business Case was approved by ARCH DLG in August 2021 and is currently in the process of being approved within each Health Board. Having recently approved the business case at its Public Board meeting on 30th September 2021, HDdUHB is now focusing on the delivery of a recruitment

plan. The business case was endorsed by the SBUHB Business Case Assurance Group on 14th October 2021.

Operational teams are awaiting a decision from Welsh Government on the Regional Cataracts Recovery Plan which has been aligned to Capital Bids for resource allocations as requested.

Dermatology – Dermatology Regional Service requirements outlined within the South West Wales Dermatology Business Case have been rescheduled to present at the ARCH RRG in October 2021. An update paper on the progress of the business case with key milestones and deliverables was presented to the RRG. A key determinant of success will be securing and retaining Consultant capacity to ensure the supervision of GPs and to make substantive progress.

Neurology – Key points on progress of the ARCH Neurological Conditions Project since its outset in 2017 were presented to the RRG as follows:

- A draft service model was developed and presented to the ARCH Service Transformation Board in May 2019 with a work programme developed to progress to a single neurology service for the region. Three specific areas of focus were agreed for the service:
 - Headaches
 - Epilepsy
 - Functional Neurological Disorder.
- The redesign of the headache pathway has greatly improved waiting times for the service. Current focus is on completing the Functional Neurological Disorder Business Case and developing the Epilepsy Business Case ready for inclusion in the Health Board's (HB) Annual Plans/IMTPs for 2022/23. Both cases will also be required to go through HB's business case approval processes.

Cancer – The South West Wales Cancer Centre established a regional group and presented the regional strategic programme to the ARCH Service Transformation Board in July 2021. This outlined project scope, focus on recovery phase, workforce development, HB annual/ recovery plans, and stabilisation and modernisation plans. The baseline for Oncology activities was established in September 2021 through demand and capacity research to support informing the development of the revised Programme Business Case. Four focused work streams have been established to agree the vision for each component and alignment to service model development:

1. Workforce, Equipment and Environment
2. Clinical Governance and Performance
3. Digital Strategy and Intelligence
4. Research and Innovation.

Cardiology –The Terms of Reference and agreed work plan setting out priorities for the programme have been signed off by the Cardiology Regional Steering Group. Three priority areas were agreed (Cardiac Pacing, Acute Coronary Syndrome (ACS) Pathway, and Cardiac Diagnostics), and workstreams will be established with clinical leads for each. Short and long term priorities for each workstream are to be incorporated into the work programme which will be presented to the ARCH RRG on 16th November 2021.

Regional Pathology Service – Following Welsh Government approval of the Strategic Outline Case (SOC) in November 2020, the reconvened Regional Pathology Project Board (which includes representation from SBUHB, HDdUHB, PHW, CaVUHB, Swansea University and the NHS Collaborative) has been undertaking a location option appraisal to determine the preferred

co-located site of the regional new build accommodation. An agreed final location is awaited, now expected in October 2021.

The Project Board has drafted a resource scheduled to support the Outline Business Case (OBC) stage (circa £3m) pending Welsh Government approval; ARCH is supporting the project ahead of funding being agreed.

The project team recruitment process has commenced with a Visioning Workshop planned for November 2021. Workstreams are currently being established to align with disciplines affected and will focus on Service Modelling, Procurement, Workforce, Research and Innovation, and Capital Build. Regular monthly project delivery team meetings have been established to maintain focus.

ARCH Supporting and Enabling Research, Enterprise and Innovation

Campuses – The Welsh Government Gateway Policy review in August 2021 ranked the project as amber/green which is a very positive endorsement and the project OBC was also endorsed by HDdUHB and SBUHB.

The Campuses Project is to be presented to the Swansea University Senior Leadership Team meeting and to the Council Finance Committee ahead of submission to Welsh Government in mid October 2021. Welsh Government and UK Government approval is anticipated by the end of December 2021. This would enable procurement to commence for both Singleton Hospital and Morriston Hospital sites in early 2022.

The programme is now moving at pace and there is a strong regional collaboration that expands west into the HDdUHB region, (e.g. Tritech) to create a regional innovation infrastructure that includes the life sciences and sports elements.

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:	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 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.

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 and 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 HBs 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"> 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 HB; 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:	<p>Not Applicable</p>
Enw Da: Reputational:	<p>Not Applicable</p>
Gyfrinachedd: Privacy:	<p>Not Applicable</p>
Cydraddoldeb: Equality:	<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>

ARCH Governance Update

Meeting Title	ARCH Partnership Board
Title	ARCH Governance Update
Agenda Item	3.1
Date	21 September 2021
Prepared by	Siôn Charles, ARCH Head of Strategy and Service Planning
Presented by	Lee Davies, Executive Director of Strategic Development and Operational Planning
Action Required	The ARCH Partnership Board is invited to note updates to the governance arrangements.

Purpose

This document summarises changes to the ARCH Governance Structure.

The ARCH Partnership Board is invited to note updates to the governance arrangements.

Background

A Regional Collaboration for Health (ARCH) is a unique collaboration between Hywel Dda University Health Board, Swansea Bay University Health Board, and Swansea University. ARCH spans the local authority areas of Ceredigion, Pembrokeshire, Carmarthenshire, Neath Port Talbot and Swansea and includes the Swansea Bay City Region.

ARCH's purpose is to improve the health, wellbeing and wealth of the South West Wales region. Through joint working the three organisations enhance their ability to deliver meaningful change to improve health & wellbeing, service transformation, workforce, research, and enterprise & innovation.

Like many other health board programmes ARCH has been affected by Covid-19. Much of ARCH's work programme, set out in the Regional Clinical Services Plan in February/March 2020, has been delayed, delivered more quickly than anticipated, or impacted by a shift in context.

ARCH Partnership agreed Regional Priorities and Key Success Factors through March- June 2021. Aligned to this work ARCH leadership called for a greater focus on NHS service transformation, with a particular focus on stabilisation, recovery and establishing robust and sustainable regional services.

Changes to the ARCH governance framework:

- ensures that NHS service transformation is prioritised regionally, and
- maintains a strong focus on delivering the ARCH Strategic Priorities in collaboration with Swansea University for research, innovation excellence, workforce, education, training and development.

Governance

The ARCH Partnership Board – The ARCH Partnership Board remains unchanged.

The ARCH Partnership Board provides Executive leadership for the ARCH portfolio from across the three partner organisations to provide long term transformational collaboration that aims to improve the health, wealth and wellbeing of the South West Wales region.

Membership is made up of Health Board Chairs and Chief Executives, Directors of Planning and Medical Directors. The Vice Chancellor, Pro Vice Chancellor, and Provost attend for Swansea University. Chairing rotates between partners meeting by meeting.

The ARCH Delivery Leadership Group – The ARCH Delivery Leadership Group remains largely unchanged.

The Delivery and Leadership Group leads ARCH to deliver the ARCH Critical Success Factors, enabling all partners to achieve their organisational strategies linked to the ARCH Critical Success Factors. Governance changes make the Delivery Leadership Group's responsibility for achieving the ARCH Critical Success Factors more explicit, and places responsibility for delivering service transformation and associated benefits with the ARCH NHS Regional Recovery Group

Membership is made up of Health Board Directors of Planning and Medical Directors. Pro Vice Chancellor, Medicine, Health & Life Science and a representative from the School of Management attend for Swansea University. Chairing rotates between partners annually, Siân Harrop-Griffiths (Swansea Bay) is the sitting chair.

The ARCH Service Transformation Group – this group has been removed.

The ARCH NHS Regional Recovery Group – this is a new ARCH governance group.

The ARCH NHS Regional Recovery Group provides executive leadership and decision making for the ARCH portfolio across the two health board partners and to provide a collective mandate for all projects linked to each other's organisational priorities, so to provide long term transformational collaboration that aims to improve the health, wealth and wellbeing of the South West Wales region.

Membership is made up of Health Board Chief Executives, Directors of Planning, Medical Directors, Finance Directors, Directors of Workforce and OD, and Directors of Operations. Chairing rotates between partners annually, a chair is to be agreed.

Membership demonstrates partner organisation's commitment to regional collaboration and to ensuring services meet the challenge set by Eluned Morgan AM, Minister for Health and Social Services.

The ARCH NHS Strategic Delivery Group – this is a new ARCH governance group

The ARCH NHS Strategic Development Group provides Executive leadership at for the ARCH Strategic Developments portfolio from across the NHS partner organisations to provide long term transformational collaboration that aims to improve the health, wealth and wellbeing of the South West Wales region.

Membership is made up of Health Board Directors of Planning, Assistant Directors of Planning, ARCH Strategic Project Chairs, and Heads of Finance and Workforce. Chairing rotates between partners annually, a chair is to be agreed.

Current ARCH Strategic Development Projects are:

- Regional Pathology Services
- South West Wales Regional Cancer Services

The ARCH NHS Operational Change Group – this is a new ARCH governance group

The ARCH NHS Operational Change Group provides Executive leadership at for the ARCH NHS Operational Change Group’s portfolio from across the NHS partner organisations to provide long term transformational collaboration that aims to improve the health, wealth and wellbeing of the South West Wales region.

Membership is made up of Health Board Directors of Operations, Deputy Director of Operations, Director, Secondary Care, ARCH Strategic Project Chairs, Clinical Leads, and Heads of Finance and Workforce. Chairing rotates between partners annually, a chair is to be agreed.

Current ARCH NHS Operational Change Projects are:

- Regional Eye Care Project
- Regional Dermatology Services Project
- Neurological Conditions Regional Services
- Cardiology Regional Services

The ARCH NHS Strategic and Operational project boards/groups – these remain unchanged

Conclusion

The ARCH Partnership Board is invited to note updates to the governance arrangements.

Appendix 1 – ARCH Governance

