Meeting Date	31st January 2019	Agenda Item	5.4
Report Title	ARCH Programme Update		
Report Author	Karen Stapleton, Head of Strategy and Service Planning		
Report Sponsor	Siân Harrop-Griffiths, Director of Strategy		
Presented by	Siân Harrop-Griffiths, Director of Strategy		
Freedom of Information	Open		
Purpose of the Report	This paper provides an update on the ARCH Programme and includes an overview of the portfolio design, and governance arrangements as well progress and achievements to date.		
Key Issues	• Background information provided • Achievements against original deliverables • Links with regional working and collaboration with Hywel Dda and Swansea University • Governance and associated risks		

Specific Action Required *(please ✓one only)*	Information	Discussion	Assurance	Approval
	✓			

Recommendations	Members are asked to: • **NOTE** the update on the ARCH programme.

ARCH PROGRAMME UPDATE

1. INTRODUCTION

This paper provides an update on the ARCH Programme and includes an overview of the portfolio design, and governance arrangements as well progress and achievements to date.

2. BACKGROUND

2.1 Portfolio Design

The ARCH (A Regional Collaboration for Health) Programme is a partnership between ABMU and Hywel Dda University Health Boards and Swansea University and is a unique and highly innovative collaborative programme which aims to improve the health, wealth and wellbeing of the population of South West Wales. The initial ARCH prospectus was submitted to Welsh Government in June 2015, and in February 2016 the Minister for Health and Social Services announced £1.2m of capital funding to ABMU Health Board (on behalf of the three partners) for the establishment of the ARCH Programme Office (PMO). This funding was for 2016- 2017 financial year.

The ARCH Partnership was required to produce a Portfolio Delivery Plan (PDP), that set out the long-term aims and objectives and the specific projects that ARCH would be responsible for delivering over a 1-3 (Tranche 1) and 3-10 period (Tranche 2) and details of the governance and assurance arrangements. The PDP was submitted to Welsh Government in March 2017.

This strategic Portfolio was designed to support both Health Boards and Swansea University to deliver strategic, regional solutions to some of the most significant issues facing South West Wales. An underlying principle of ARCH was to deliver an integrated sustainable approach for the region:

✓ A whole system approach

✓ Give people tools to be responsible for their own health & wellbeing

✓ Identify new models of care to transform services across region

✓ Connect health with other sectors to integrate services

The aims of the four ARCH Programmes are to:

Service Transformation	Create a healthcare system fit for 21st Century
Wellbeing	Improving the wellbeing of our population across the entire region
Workforce, Skills & Education	Attract, retain and develop next generation of health & life science staff
Research Enterprise & Innovation	Drive investment and create new jobs to boost the economy of South West Wales

Not all clinical services for the Health Boards' populations fall within the scope of ARCH, however there are a number of services where it was clear that planning at a regional level would best serve the population and these services were prioritised by Health Boards in the Portfolio Delivery Plan:

• Pathology • Cardiology • Ophthalmology • Neurology • Vascular	• Non-Surgical Oncology • Hyper Acute Stroke • Orthopaedics • Imaging and Interventional radiology • Dermatology

Working as an integrated regional network system was a core component of ARCH
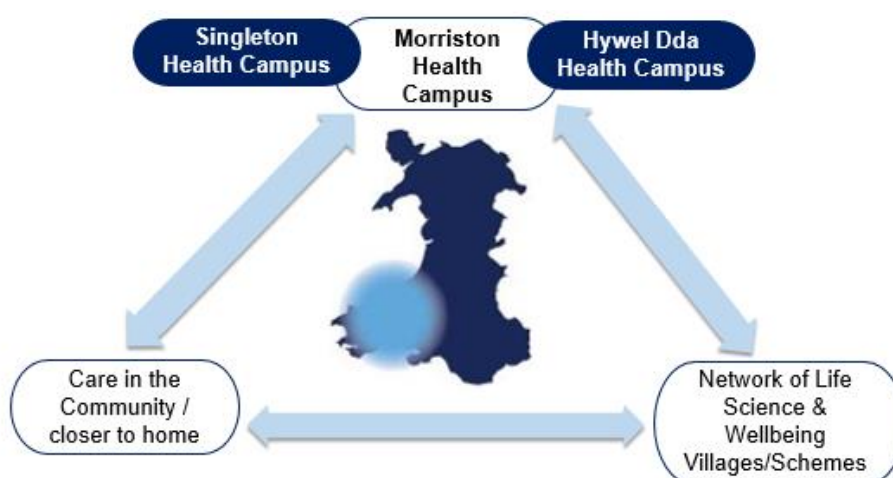

The aim was to:
- Create an integrated, open, collaborative health and life sciences regional ecosystem;

- Develop health and wellbeing schemes across the region, based on GP cluster networks, supported by a range of technology and information solutions;
- Ensure our regional network of local hospitals provide the right level of care in the right setting;
- Develop Morriston Health Campus as the regional base for acute and specialist services, underpinned by leading research, innovation and training.

2.2 Achievements against original ARCH PDP deliverables

Progress has been made since March 2017 to deliver on a number of projects within the ARCH PDP and details of this are at **Appendix 1**.

Each of the programmes were initially made up of 12 to 20 projects and it was recognised that only by delivering a combination of these projects would partners begin to address many of the challenges set out in the Case for Change and Portfolio Delivery Plan**.** The programmes are highly interlinked, with many projects delivering benefits across more than one programme and some projects delivering benefits across all the four programmes. An example of this is our Pathology project as set out below:
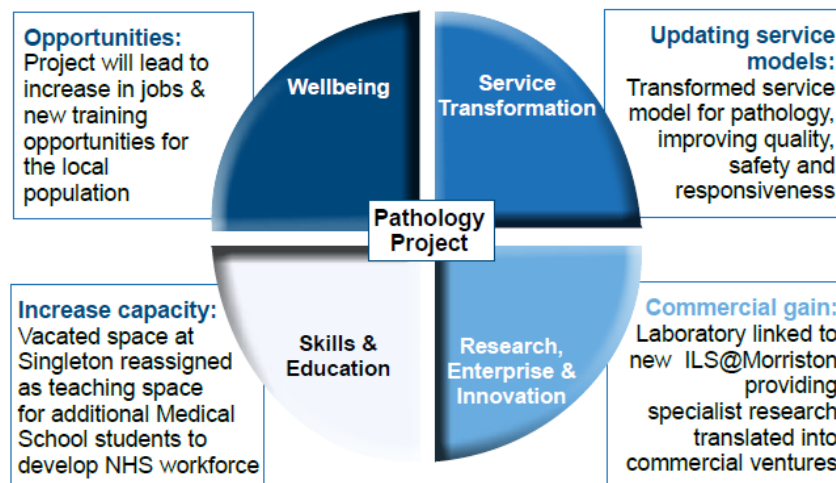
Projects within the Service Transformation programme formed the core of the ARCH PDP and were to be delivered in two Tranches over 1-10 year period.

First Tranche 1-3 years
- Delivering a South West non-surgical Cancer strategy;
- Establishing regional service models for Vascular, Neurology, Dermatology and Cardiology;
- Co-locating Cellular Pathology services for the region at Morriston;
- Developing a standalone Orthopaedic Unit at Morriston;
- Establishing a Hyper Acute Stroke Centre (HASU);
- Centralising the acute medical take for ABMU at Morriston;
- Relocating Oncology and Haematology inpatient services as part of centralisation of the acute take;
- Expanding Critical Care capacity;
- Relocating Hospital Sterilisation & Disinfection Unit (HSDU);
- Establishing a regional Ophthalmology centre;

- Establishing a new model for admissions avoidance and Ambulatory Care at Singleton;
- Scaling-up Citizen Held Records solutions across the region.

Second Tranche 4-10 years

- Creating a regional cancer centre at Morriston;
- Co-locating Obstetric, Neonatology, Acute Gynaecology, Paediatric services;
- Establishing a Cardiac/Cardiology Centre;
- Establishing regional aseptic facilities
- Scaling-up Tele-health initiatives that have been tested and evaluated by Health Boards during 2017-19.

See **Appendix 2** for further details of all individual projects and their status.

1.3. ARCH 2019/20 work programme

Since February 2018, the ARCH portfolio has undergone a reframing exercise, which has involved a detailed calibration of all projects outlined in the Portfolio Development Plan (PDP), submitted to Welsh Government in early 2017. This work has taken place in the context of the new regional statutory planning arrangements that were introduced in August 2017 when Welsh Government required Joint Regional Planning & Delivery Committees (JRPDCs) to be established.

A more streamlined list of ARCH projects for delivery is as follows:

Research, Enterprise & Innovation	Service Transformation

REI 1. ILS MediPark
    Regional ILS-HTC Singleton
    Regional ILS- Morriston
    Joint Clinical Research Facility
    Regional ILS - Hywel Dda
REI 7. Llanelli Wellness & Life Science Village
	ST 2. Cardiology
	ST 5. Neurological Conditions Regional Service
	ST 7. Interventional Radiology Regional Service
	ST 8. Regional Pathology Centre
	ST 9. HASU Regional Stroke Model
	ST14. Digitisation

Workforce and Skills	Wellbeing
• An Apprenticeship Career Framework • Schools Experience Programme (16-18yrs) • A Workplace Wellbeing programme SE15. Service Improvement Network - ARCH-i	W2. Population Health Intelligence Platform • Wellbeing Schemes Learning Forum to share best practice, learning, innovation and impact from each of the wellbeing schemes

During this period the national, regional, and local strategic context within Wales has shifted considerably. A number of key strategic national documents have been published, e.g. 'Prosperity for All' and 'A Healthier Wales', influencing the future direction of public services within Wales. At a regional level, both Health Boards have been updating their Clinical Services Programmes/Strategies, and in addition, ABMU has been implementing the agreed changes to the Health Board's Bridgend boundary.

The ARCH PMO has been fully involved in the engagement and working between the two Health Boards throughout the development of the ABMUHB Clinical Services Plan 2018/24 and Hywel Dda's 'Transforming Clinical Services' Strategy. Milestones and deliverables for all ARCH Programmes have been included in both Health Boards' regional narrative for their draft Annual plans 2019/20, due to be signed off by the end of January 2019. See detail at **Appendix 3**.

2.4 Regional working and collaboration arrangements

The ARCH Programme has transformed the regional working arrangements in South West Wales between Abertawe Bro Morgannwg (ABM) and Hywel Dda University Health Boards and has helped significantly in creating a robust foundation for regional partnership working.

The relationship between Hywel Dda and Abertawe Bro Morgannwg University Health Boards was further strengthened through the establishment of the Joint Regional Planning and Delivery Committee (JRPDC) in August 2017. The focus for the JRPDC is on shorter-term priorities and delivery, whilst ARCH, which also includes Swansea University, continues to focus on the medium to longer term wider strategic vision for the region.
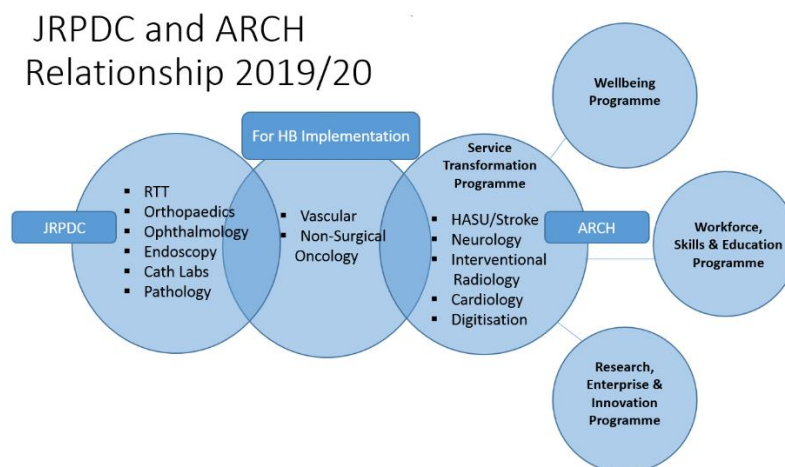
During 2017/18 some projects initially developed through the ARCH Programme became one strand of the City Deal that was awarded by the UK & Welsh Governments to the Swansea Bay City Region. The two projects within ARCH which became the responsibility of the City Deal are the development of Health and Life Science campuses at Singleton and Morriston and the creation of a Wellness and Life Science Village in Llanelli, the latter led by Carmarthenshire County Council in partnership with Swansea University. Both these projects are being taken forward under the Swansea Bay City Deal and funding of these is subject to the submission and approval of Full Business Cases by Welsh & UK Governments.

2.5   ARCH Programme Management Office (PMO)

The ARCH PMO was established in April 2016 to provide dedicated programme support to a whole range of projects identified within the ARCH Portfolio Delivery Plan (PDP). Welsh Government fixed-term funding for the PMO ceased in March 2017 and in September 2017, the ARCH Programme partners agreed to continue to fund a smaller PMO on a permanent basis.

Through the latter half of 2017, the PMO was operating with a significantly reduced capacity, and this impacted upon the pace and progress across all programmes.

Despite these challenges progress was maintained across the portfolio and the PMO has since been re-focussed with new roles and appointments made between November 2017 and January 2018.   During 2017/18 the ARCH PMO was also providing support to the emerging priorities within wider regional planning under the JRPDC. Four regional workshops took place in Ophthalmology and Orthopaedics between September 2017 and March 2018 facilitated by ARCH.

3. GOVERNANCE AND RISK ISSUES

During 2017/18 the ARCH Programme Board governance was strengthened following an Office of Government Commerce (OGC) Welsh Government Gateway review that was conducted on ARCH in March 2017. The OGC Gateway process examined the programmes and projects at key decision points in their lifecycle and provided assurance that the ARCH Programme could successfully move to the next stage. Feedback on this review was provided to the ARCH Programme Board on 27th March 2017and a plan was agreed to address the 8 recommendations.

ARCH Programme governance is outlined.
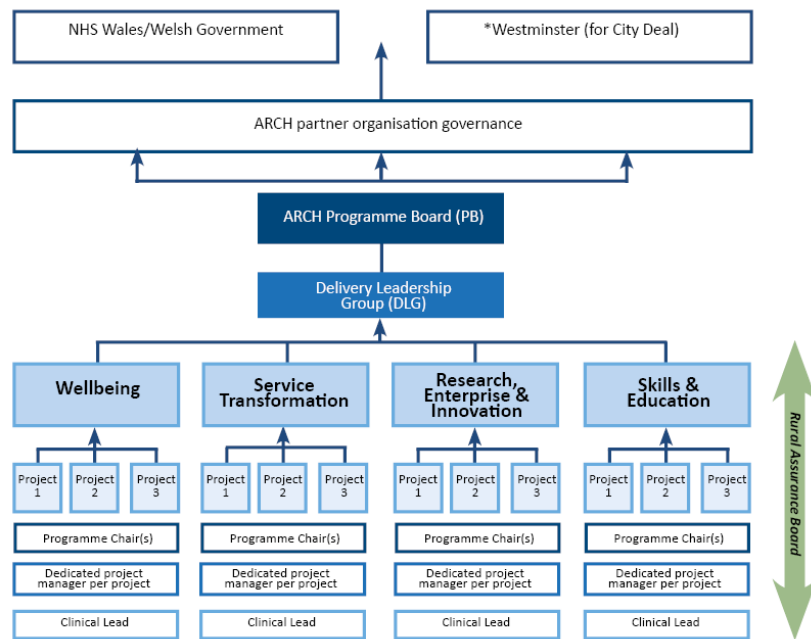
The ARCH Programme Board is currently chaired by Andrew Davies, Chair of ABMU Health Board. Karen Miles, Director of Strategy and Performance, Hywel Dda University Health Board, leads the Delivery Leadership Group (DLG)

Vice Chancellor Swansea University	Chair of ARCH & ABMU Health Board	Chair of Hywel Dda University Health Board
Chief Operating Officer Swansea University	Chief Executive ABMU Health Board	Chief Executive Hywel Dda University Health Board
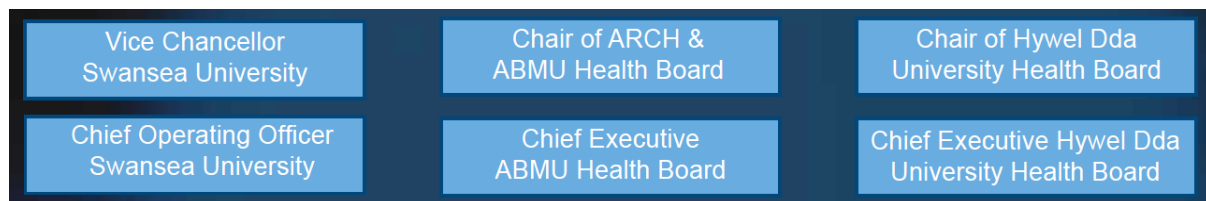
The pathway for ARCH products is attached at **Appendix 4**.

In September 2018 the ARCH Delivery Leadership Group (DLG) formally reviewed progress against the initial OCG Gateway recommendations and were assured that all recommendations have been addressed. The final report on this is due to be signed off by the ARCH Programme Board in January 2019.

4. FINANCIAL IMPLICATIONS

ARCH Programme Management Office (PMO) Funding

The recurrent tripartite funding arrangements can be seen in the following table:

	Recurring Funding 2018/19 '£000
Funding	
ABMU Health Board	122
Hywel Dda Health Board	122
Swansea University	56
Total Funding	300
Pay	290
Non Pay	10

Implications of the recent NHS Wales pay offer is being reviewed by ABMU finance support to the ARCH Programme and will be presented to the ARCH DLG in January 2019.

5. RECOMMENDATION
Members are asked to:

- **NOTE** the update on the ARCH programme.

Governance and Assurance							
Link to corporate objectives *(please ✔)*	Promoting and enabling healthier communities		Delivering excellent patient outcomes, experience and access		Demonstrating value and sustainability	Securing a fully engaged skilled workforce	Embedding effective governance and partnerships
	✔		✔		✔	✔	
Link to Health and Care Standards *(please ✔)*	Staying Healthy	Safe Care	Effective Care	Dignified Care	Timely Care	Individual Care	Staff and Resources
	✔	✔	✔	✔	✔	✔	✔

Quality, Safety and Patient Experience

Implementation of the projects within the ARCH portfolio will support the Health Board in achieving clinical standards for a range of services   Patient experience will be improved as more services are developed in communities as part of the development of Health and Well Being centres.

Financial Implications

ABMU has a current recurrent commitment to fund the ARCH PMO, as per section 4 above.

Legal Implications (including equality and diversity assessment)

No implications

Staffing Implications

A key component of the ARCH portfolio is to help stabilise and grow the workforce across the region, working with partners on sustainable solutions.

Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)

ARCH is a long term strategic programme to transform the health, wealth and wellbeing of south west wales and its unique approach was designed to be able to support health boards and its partners to deliver on the commitments outlined in the WFGA.

Report History	The last report to ABMU Executive team on the ARCH programme was in January 2017.

Appendix 1

ARCH: Service Transformation Programme

The programme will help establish a culture of regional planning & work towards implementing a whole system approach, moving away from an outdated demand side focus, to deliver a regional, population health model focusing more on preventative work

Service Transformation

ARCH aims to provide services based on what our populations need and with the least intervention possible using the principles of Prudent Health. This requires a different approach to how we currently deliver health and care services, and the organisational boundaries about who delivers that care and where

Key successes:
- ✓ Completed Master Site Plans for Singleton and Morriston Hospitals;
- ✓ Established the clinical model for Singleton and Morriston health campuses;
- ✓ Non-Surgical Cancer Strategy agreed by both Health Boards.

We aim to:
- •Develop a clinically led 5-10 vision for a comprehensive regional networked service model for Cardiology;
- •Complete a Regional HASU model and impact analysis which include a regional rehabilitation model for stroke to support the flow through HASU;
- •Stabilise then grow IR services across the region
- •Develop regional Pathology Laboratory services;
- •Agree a series of regional service models;
- •Deliver a regional neurological conditions service that provides safe, effective and equitable care across the whole South West Wales region
- •Complete initial scoping for digital ambitions for the region

www.arch.wales   ARCH *A Regional Collaboration for Health*   Swansea University Prifysgol Abertawe

ARCH: Skills & Education Programme

Skills & Education

The programme is creating a pipeline developing both short-term stabilisation and recovery to meet significant deficits in the current workforce numbers while also delivering sustainability:

ARCH is a pro-active response to the urgent requirement to reshape and up skill the workforce to be fit for purpose with changing service models, patient expectations and overall needs. Both ABMU & Hywel Dda have identified common skills, workforce and education action required in order to stabilise and produce a sustainable workforce

Key successes:
- ✓ Talent Bank completed its second programme with students successfully securing places to study medicine;
- ✓ The Health and Wellbeing Academy opened in 2017 and has treated 2659 new patients;
- ✓ Destination NHS launched in Hywel Dda in 2017;
- ✓ Swansea University has increased the number of Graduate Entry Medical (GEM) student places;
- ✓ The first cohort of the Post Graduate Diploma in Physician Associate Studies graduated in May 2018 and secured employment in local health services;
- ✓ Launched the non-clinical apprenticeship scheme in Autumn 2018.

We aim to:
- ➢ Agree An Apprenticeship Career Framework by April 2019 with posts advertised in May 2019 and new recruits in place by Sept 2019;
- ➢ Schools Experience Programme (16-18yrs) launched in April 2019 with first cohort in place from Sept 2019;
- ➢ Develop a Workplace Wellbeing programme which can be integrated into all health & social care education programmes, this will include secondary schools, FE providers and universities by January 2020; and,
- ➢ Complete a scoping exercise to develop a network of improvers across the ARCH region by March 2020 and an agreed plan implemented by Sept 2020.

www.arch.wales   ARCH *A Regional Collaboration for Health*   Swansea University Prifysgol Abertawe

ARCH: Wellbeing Programme

The programme will contribute to the improvement of the wellbeing of the ARCH population and work to address increased demand on health services and to fully embrace prevention and early intervention:

Wellbeing

ARCH will contribute to the reduction of health inequalities between population groups while affecting a tangible step-change in our approach to prevention and early intervention across all ARCH programmes. The programme aims to reduce inappropriate demand on healthcare services by influencing the social determinants of health and supporting people to remain well within their communities

Key successes:
- ✓ Developed ARCH Case for Change & regional definition of Wellbeing with Data Science/PHW Observatory
- ✓ Swansea City Centre and Bridgend Health and Wellbeing Schemes predevelopment studies completed July 2017
- ✓ Preparatory site work is underway for Llanelli Wellness and Life Science Village at Delta Lakes, and a planning application for the scheme has been submitted.

We aim to:
- ♡ Launch a Wellbeing Schemes Learning Forum to share best practice, learning, innovation and impact from each of the wellbeing schemes in April 2019; and,
- ♡ Complete Initial scoping of an Integrated Regional Well-Being Information Platform for the region by August 2019

www.arch.wales   ARCH — A Regional Collaboration for Health   Swansea University Prifysgol Abertawe   GIG Bwrdd Iechyd Prifysgol Hywel Dda University Health Board NHS   GIG Bwrdd Iechyd Prifysgol Abertawe Bro Morgannwg University Health Board NHS   www.arch.cymru

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ARCH: Research, Enterprise & Innovation Programme

The programme will create and undertake regional, world-leading, multidisciplinary, collaborative research, to drive an ecosystem of vibrant life sciences & health activity to deliver improved health, wellbeing and prosperity for current and future generations:

R, E&I

ARCH will develop the region as a "living laboratory" The programme also aims to ensure the region can capitalise on this open innovation system to deliver economic benefits and improved health and wellbeing and consolidate and expand successful collaborations to establish region as a significant actor for integrated open innovation in health

Key successes:
- ✓ Swansea University Prifysgol Abertawe / AgorIP — a £13.5million EU supported scheme to bring ideas and innovation to life, launched its first phase in late 2016 with enormous success;
- ✓ Agreed a Joint Intellectual Policy (IP) allowing greater opportunity for innovation protection and commercialisation of intellectual property to progressi novel ideas for the enhancement of patient care;
- ✓ Developed City Deal Business Cases for Life Science and Wellbeing Campuses Project.
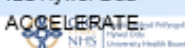
We aim to:
Expand Institute of Life Sciences (ILS) facilities across the region and drive an ecosystem of vibrant life sciences as follows over the next 1-3 years:
- ◉ ILS Llanelli
- ◉ ILS Healthcare Technology & Innovation Centre at Singleton
- ◉ Regional ILS Morriston
- ◉ ILS Hywel Dda

w.arch.wales   ARCH — A Regional Collaboration for Health   Swansea University • Prifysgol Abertawe   ACCELERATE   GIG Hywel Dda University Health Board NHS   GIG Bwrdd Iechyd Prifysgol Abertawe Bro Morgannwg University Health Board NHS   www.arch.cymru

Appendix 2

Status of projects against ARCH Portfolio Development Plan

Date: 06.07.2018
Version: 0.8

Skills & Education

Vision & Aims:

The programme is creating a pipeline developing both short term stabilisation and recovery to meet significant deficits in the current workforce numbers while also delivering sustainability:
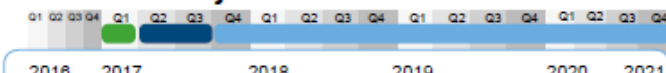
→ Develop our workforce to ensure we use the benefits of ICT in delivering care;

→ Develop new and expand undergrad & postgrad courses.

→ Initiating regional & collaborative planning of the workforce;

→ Develop new and extended roles for advanced and changing professional roles;

→ Establish policies which facilitate strategic collaborative recruitment which stabilise and reverse the current trends in staff vacancies in the South West Wales health economy in the short and medium term;

→ Widen access through collaboration with FE to implement pathway programmes for 16-18 year-olds into sector in the medium to long-term;

Key
Scoping · Not Live · Project Live · Handover

Skills & Education Programme: Projects & Timelines

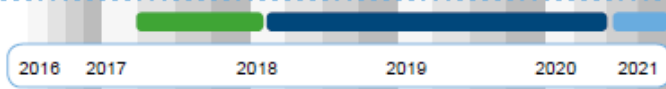| Project	Status	Comments
SE1 Regional Workforce Planning: Planning & Horizon Scanning, Strategy documentation	Scoping	☑ Proposed that the key deliverables will be production of guidelines and principles to ensure effective regional planning.
SE2 Advanced Admin Role: Piloting of Advanced Admin role to free up clinical time	Handover	☑ Provides increased support for clinical teams; ☑ Pilot completed in Bronglais Hospital, ABMU has one apprentice in this role.
SE3: Integrated Working Roles: Integrated roles working across NHS/ LA boundaries	Not Live	☑ Scoping work undertaken to identify areas of best practice; ☑ Projects implemented have been highlighted as Bevan Exemplars.
SE4: Talent Bank: Bespoke FE programme aimed at young people 16 years+	Handover	☑ Delivered on initial ambitions; ☑ 10% of both cohorts have secured places to study medicine at university; ☑ Plans to deliver the programme in order to open up access to other local sixth forms and colleges.
SE5: Apprenticeships: Development of appropriate clinical and non-clinical apprenticeships	Handover	☑ Handed over to Health Boards for Implementation; ☑ 292 apprentices recruited between both Health Boards since start of scheme.
SE6: Physician Associates: Development of pipeline of Physician Associates trained to support doctors	Handover	☑ Many of the 1st Cohort to Graduate in May 2018 have secured local employment; ☑ The Medical School have received 153 applications for the 20 places for the September 2018 intake.
SE7: Nursing Associates: Development of the pipeline of nursing associate roles for South West Wales	Not Live	☑ The context and strategic direction of this opportunity is being evaluated by Welsh Government.
SE8: Wider Professions Dev: Development of the pipeline of wider associated roles	Scoping	☑ Has potential to support the sihft to primary care delivery; Scoping new roles; Pharmacy technicians, Psychological Wellbeing Practitioners, Musculoskeletal practitioners.

Timeline years: 2016, 2017, 2018, 2019, 2020, 2021

2

Skills & Education Programme:
Projects & Timelines

Key
Scoping
Project Live

Not Live
Handover

Project	Status	Comments
SE9: Welsh Domiciled Students: Attract & retain welsh domiciled students to remain in Wales.	Scoping	Comments to be completed.
SE10: Digital Literacy/E-Learning: Ensure ARCH population is tech savvy by providing right training	Scoping	☑ Testing completed for whether current available training provides required skills; ☑ Desk based scoping exercise to investigate the amount of appropriate training available within the region.
SE11: GP/Primary Care Academy: Provide innovative practice-based learning in a multi-professional context	Scoping	☑ Full rollout of the Academy will commence in September 2019; ☑ A pilot will be run in January 2019, for a small number of students for 11 weeks.
SE12: Health & Wellbeing Academy: Skills dev. and innovative practice-based learning	Handover	☑ Delivered on initial ambitions; ☑ Further opportunities for growth being explored
SE13: Therapies & Health Science: Career development & support	Handover	☑ Business as usual; ☑ Handed over to Health Board Leads.
SE14: Healthcare Support Worker: To deliver the All Wales HCSW Career Framework across region	Handover	☑ Business as usual; ☑ Handed over to Health Board Leads.
SE15: Service Improvement Network - ARCH-i: Online forum for Improvement Science practice, research and teaching, engagement	Live	☑ Original site was launched in February 2017; ☑ Further opportunities for growth being explored.
SE16: Institute of Collaborative Learning & Development: Pooling of resources across ARCH partners to support rollout of skills development programmes	Live	☑ Further scoping being undertaken.

The timeline spans 2016, 2017, 2018, 2019, 2020, 2021 (by quarters Q1–Q4).

3

Skills & Education Programme: Projects & Timelines

Key
Scoping
Project Live
Not Live
Handover

	Status	Comments
SE17: Increase in Medical School numbers (non-GEM): Create new pathways to medicine & CPD	Handover	☑Total Medical School numbers increased by 48% over 2 years; ☑Handed over to University Leads.
SE18: Nurse recruitment & training: ARCH to work with WEDS to increase regional nurse recruitment	Live	Comments to be completed.
SE19: Med School numbers increase: Improving supply & retention of doctors in region & access to GEM	Handover	☑Total Medical School numbers increased by 48% over 2 years; ☑Handed over to University Leads.
SE20: Overseas nurses CPD/ UK Nurse re-registration: Upskilling of overseas nurses working in private sector as support workers to be come UK Registered Nurses	Handover	☑Handed over to University Leads.
SE21: Recruitment of Clinical Academic Posts in key areas: Areas include vascular; cardiology; neurology; dermatology; radiology; stroke services; acute surgery; and, ophthamology	Not Live	

Timeline columns: Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4
Years: 2016 2017 2018 2019 2020 2021

4

Service Transformation
Vision & Aims:

The ARCH Service Transformation Programme will take a whole system approach to implement new service models based on population needs:

→ Health and social care wellbeing schemes across the region. This network will capitalise on digital advancements to help people access advice and connect to virtual support and treatment. It will support people to care for themselves and transform the-way they access services, maximising the ability to receive their care at home or in the community;

→ This new model will be based on GP cluster networks where a number of GP practices will work with a whole range of services (health, social and third sector) to bring care closer to peoples' homes and encourage greater personal responsibility for health;

→ Digital exclusion will be addressed through the rollout of innovative healthcare solutions to allow people to monitor their own care at home and receive advice from healthcare professionals;

→ Our regional network of local hospitals will provide the right level of care in the right setting;

→ Establish Morriston Health Campus as the regional centre for acute and critical care;

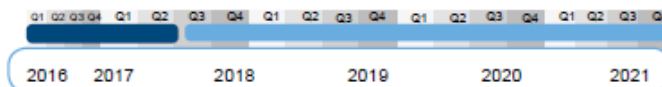→ Develop new regional models for a number of fragile services;

→ Develop elective facilities which can deliver higher throughput and drive down waiting times;

→ Streamline patient pathways throughout the region, to become more efficient, patient-focused, as well as reducing variability and improving sustainability of services.

Key
Scoping
Project Live
Not Live
Handover

Service Transformation Programme:
Tranche 1 Projects & Timelines

Project	Status	Comments
ST1 Regional Non-surgical Cancer Services: Developing South West Wales Non-surgical Cancer Strategy.	Handover	☑ Handed over to Health Boards for Implementation January 2018.
ST2 Cardiology Services: Developing regional, integrated pathways to improve access to specialist care.	Live	☑ Resource focused on development of Catheter Labratory paper, pathway work now to be progressed.
ST3 Regional Ophthalmology Centre: Explore options to establish regional elective centre to serve	Not Live	☑ Health Boards progressing under Joint Regional Planning and Delivery Committee.
ST4 Dermatology Services: Explore regional, integrated pathways to improve access to specialist care.	Not Live	☑ Health Boards progressing under Joint Regional Planning and Delivery Committee.
ST5 Neurology Services: Developing regional, integrated pathways to improve access to specialist care.	Live	☑ Hub and Spoke model agreed, identified pathway areas for review, Headache, Epilepsy and Function, for development and full costing of service model.
ST6 Vascular Services: Developing regional, integrated pathways to improve access to specialist care.	Handover	☑ Handed over to Health Boards for Implementation April 2018.
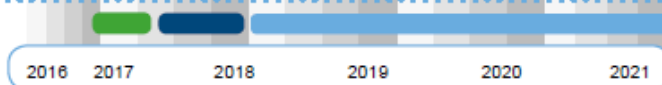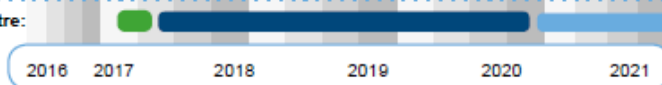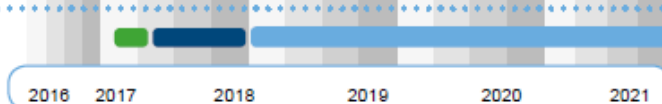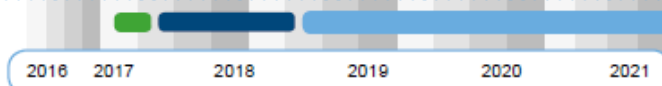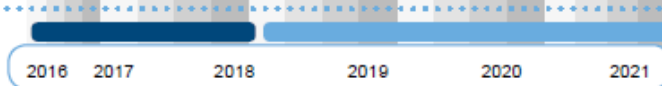
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Service Transformation Programme: Tranche 1 Projects & Timelines

Key
Scoping
Project Live
Not Live
Handover

Project	Status	Comments
ST7 Interventional Radiology: Developing regional, integrated pathways to improve access to specialist care.	Live	☑Outline Service Model agreed, financial framwork eveloped, for costing of full service model.
ST7: Regional Pathology: Regional state-of-the-art facility for service, research, teaching.	Live	☑Draft Discussion SOC completed, for submission to Welsh Government.
ST8 Regional Stroke Model: Developing regional, integrated model to stroke centre.	Live	☑Funding secured for HASU Project Manager, Implication of Hywel Dda model to be discussed and Gap Analysis to be completed against Stroke Standards.
ST9 Standalone Orthopaedics regional facility: A dedicated unit for Morriston & NPT elective activity.	Live	☑Capital Case on Hold, Health Boards progressing under Joint Regional Planning and Delivery Committee.
ST10 Morriston Enabling Site Development: Development of Morriston site to become acute hub.	Not Live	☑Master site plan signed off April 2017. ☑Tranche 2 projects subject to Welsh Government approval and progression of site infrastructure at Morriston including road links.
ST11 Combine Acute Medical take at Morriston Campus: Transfer medical take from Singleton to Morriston.	Not Live	☑Options paper developed August 2017 on implications of moving the acute take to Morriston, including the proposed services to remain at Singleton.
ST12: Singleton Enabling Site Development: Establishing new model for admissions, rapid access to diagnostics to avoid admissions.	Not Live	☑Master site plan signed off April 2017. ☑Ambulatory Care Unit model, including activity flows and high level workforce requirements agreed by Project Group.

Timeline years: 2016 2017 2018 2019 2020 2021 (Q1–Q4)

6

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Service Transformation Programme: Tranche 2 Projects & Timelines

Key
Scoping
Project Live
Not Live
Handover

Project	Status	Comments
ST13 Service Digitisation: Technology Enabled Care & Citizen Held Portal.	Scoping	☑Scoping workshops taking place, alignment of Health Board priorities and synergy between Informatics Srategic Outline Programmes.
ST14 Regional South West Regional cancer centre to serve ABMU & Hywel Dda patients.	Not Live	☑Tranche 2 projects subject to Welsh Government approval and progression of site infrastructure at Morriston including road links.
ST15 Pharmacy Relocation inc Regional Asceptic: Regional aseptic facility to serve both ABMU & HDda.	Not Live	☑Tranche 2 projects subject to Welsh Government approval and progression of site infrastructure at Morriston including road links.
ST16 Obstetrics/Neonatal & Gynae relocation: Regional base for ABMU women's & children's services, relocation of ABMU Obs, Neonatal, Gynae to Morriston.	Not Live	☑Tranche 2 projects subject to Welsh Government approval and progression of site infrastructure at Morriston including road links.
ST17 Paediatric Unit Relocation: Relocation of paeds unit at Morriston Health Campus.	Not Live	☑Tranche 2 projects subject to Welsh Government approval and progression of site infrastructure at Morriston including road links.
ST18 Cardiology/Cardiac Centre: Establish regional Cardiac Centre South West Wales.	Not Live	☑Tranche 2 projects subject to Welsh Government approval and progression of site infrastructure at Morriston including road links.
ST19: Major Trauma Centre: Establishing Morriston as major regional trauma centre.	Not Live	☑Consultation Period concluded, Major Trauma Centre site recommended as UHW Cardiff, Morriston Hospital recommended as Major Trauma Unit with lead role within Major Trauma Network.

Timeline years for each project: 2016 2017 2018 2019 2020 2021

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Wellbeing
Vision & Aims:

The Wellbeing Programme will make a quantifiable improvement to the health and wellbeing of the population of South West Wales, when compared with other regions. The programme will make a substantial contribution to:

→ Contributing to the reduction of health inequalities between population groups;

→ Affecting a tangible step-change in our approach to prevention and early intervention across all ARCH programmes;

→ Reducing inappropriate demand on key healthcare services by influencing the key social determinants of health and supporting people to remain well within their communities.
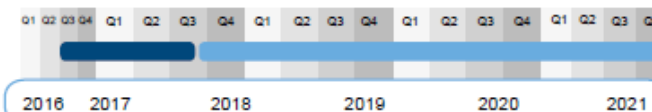
→ Improve access to opportunities and services that

have a demonstrable impact on keeping people well for longer;

→ Maximise the potential of innovation and emerging digital capability and next generation technologies to keep people well, including changing the way in which services are delivered.

Key
Scoping   Not Live
Project Live   Handover

Wellbeing Programme:
Tranche 1 Projects & Timelines

	Status	Comments
W1: *Understanding*: **Case for Change:** Develop the ARCH Case for Change through a systematic regional health and wellbeing assessment.	Handover	☑Wellbeing Compendium finalised.
W2: *Understanding*: **Evaluation capability:** Aligned work with the Prudent Healthcare Intelligence Unit to provide longitudinal linked data platform using SAIL data.	Scoping	☑Meetings with Public Health Directors are ongoing to scope the work on Regional Data.
W3: *Rebalancing*: **Llanelli Wellness & Life Science Village:** Includes a Wellness Hub, Sports Academy, Wellness Hotel, Neuro Rehab Village, Outdoor Wellbeing, research capability.	Live	☑Draft Business Case was submitted to Welsh Government under the City Deal in January 2018.
W4: *Rebalancing*: **Neath Health & Wellbeing Scheme:** Will co-locate primary & community care services with wellbeing, third sector, out-of-hospital & social care with business space & education.	Not Live	
W5: *Rebalancing*: **Swansea City H&W Scheme:** State-of-the-art facility which integrates healthcare, wellbeing, research with training facilities.	Live	☑Project Board established.
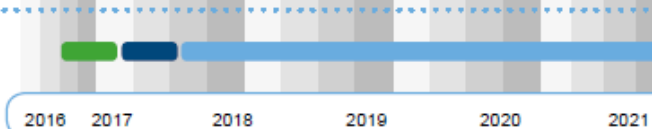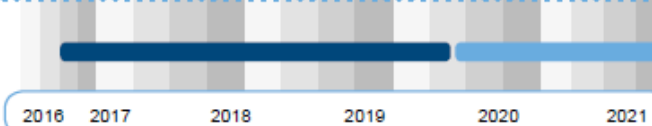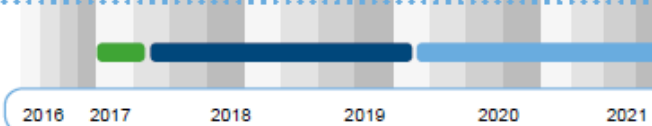
2016 2017 2018 2019 2020 2021

8

20

Wellbeing Programme: Tranche 1 Projects & Timelines

Key
Scoping — Not Live
Project Live — Handover

Project	Status	Comments
W6: *Rebalancing:* **Bridgend H&W Scheme:** Multi-agency partnership will co-locate primary & community care with rehab & therapy services, ILS satellite.	Live	☑ Outline Business Case in development for submission to Welsh Government; ☑ Site Master Planning continues to progress as scheduled.
W7: *Rebalancing:* **Hywel Dda H&W Schemes:** Exploring further developments in the Hywel Dda region.	Scoping	☑ Currently setting out scope options, schedules of accommodation and high level costings for consideration by Welsh Government prior to OBC development.
W8 & W9: *Preventing:* **Prevention/Early intervention and Social Impact Bonds:** Initial focus on obesity and develop investment model for prevention, including a regional Wellbeing Bond.	Not Live	☑ Completed early appraisal of SIB; ☑ National interest in this area is high; ☑ Wellbeing Bond Manifesto Commitment.
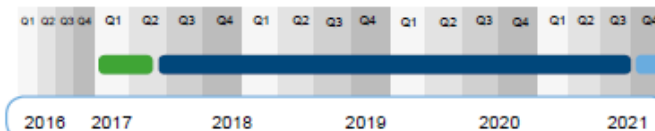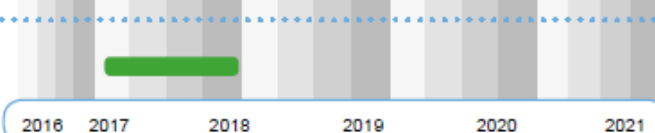
Timeline years: 2016, 2017, 2018, 2019, 2020, 2021 (Q1–Q4)

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R,E&I Vision & Aims:

The Research, Enterprise & Innovation Programme will create and undertake regional, worldleading, multidisciplinary, collaborative research, to drive an ecosystem of vibrant life sciences & health activity to deliver improved health, wellbeing and prosperity for current and future generations:

→ Develop the region as a living laboratory which would allow close to a million people to participate in clinical research and trials offering a unique capability to global companies and indigenous enterprises;

→ Kick-start a culture change to ensure the region can capitalise on the open innovation system, to deliver economic benefits and improved health and wellbeing;

→ Consolidate and expand successful collaborations and partnership working with the public and private sector;

→ The programme will establish the region as a globally significant actor for integrated open innovation in health;

→ Innovate within the health and life science sector to develop entrepreneurial and innovation skills;

→ Support the development of an integrated framework across the partnership for creation, capture and commercialisation of new knowledge;

→ Identify opportunities for the development and retention of Intellectual property (IP);

→ Manage and co-ordinate the development of MediPark.

Key
Scoping — Not Live (green), Handover (grey)
Project Live (dark blue), (light blue)

Research, Enterprise & Innovation Programme: Projects & Timelines

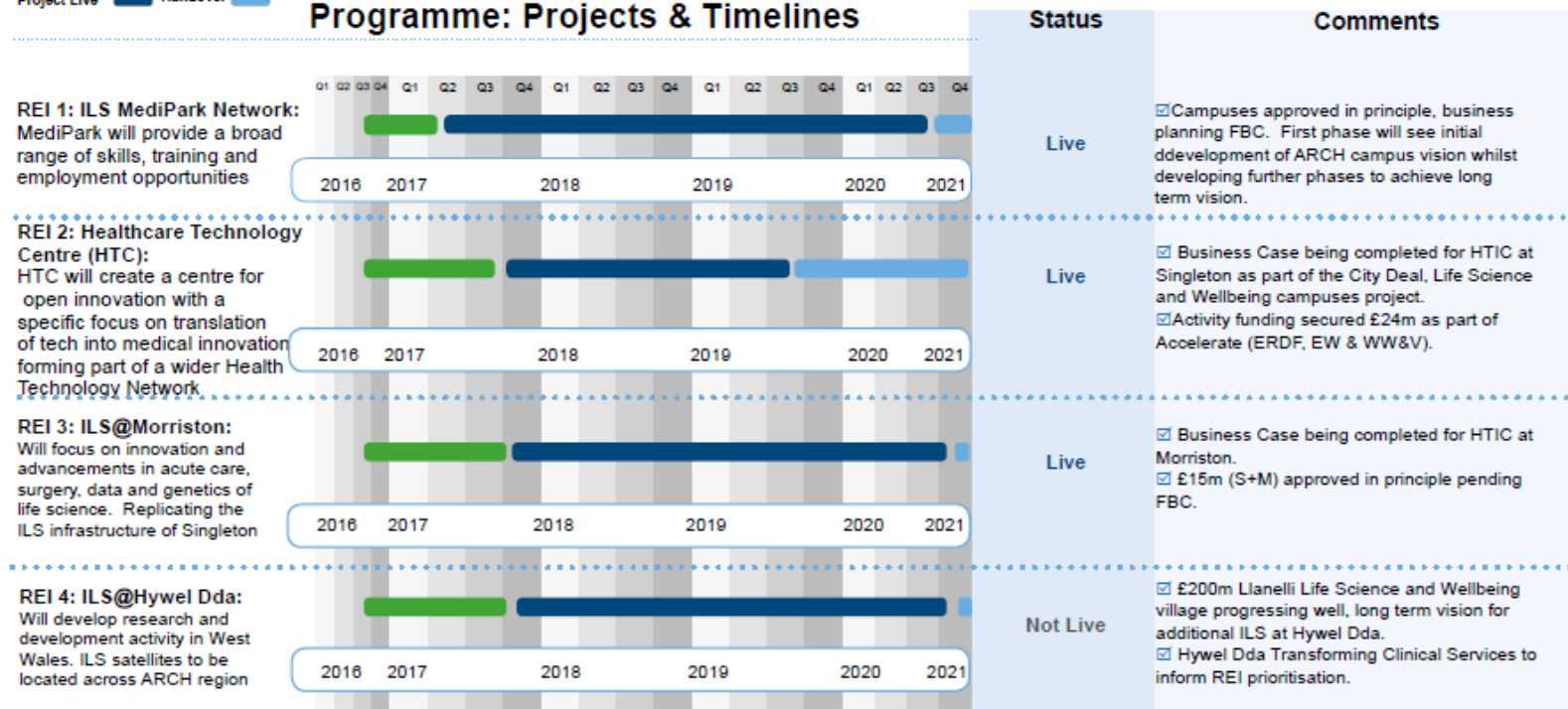| Project	Status	Comments
REI 1: ILS MediPark Network: MediPark will provide a broad range of skills, training and employment opportunities	Live	☑ Campuses approved in principle, business planning FBC. First phase will see initial ddevelopment of ARCH campus vision whilst developing further phases to achieve long term vision.
REI 2: Healthcare Technology Centre (HTC): HTC will create a centre for open innovation with a specific focus on translation of tech into medical innovation forming part of a wider Health Technology Network	Live	☑ Business Case being completed for HTIC at Singleton as part of the City Deal, Life Science and Wellbeing campuses project. ☑ Activity funding secured £24m as part of Accelerate (ERDF, EW & WW&V).
REI 3: ILS@Morriston: Will focus on innovation and advancements in acute care, surgery, data and genetics of life science. Replicating the ILS infrastructure of Singleton	Live	☑ Business Case being completed for HTIC at Morriston. ☑ £15m (S+M) approved in principle pending FBC.
REI 4: ILS@Hywel Dda: Will develop research and development activity in West Wales. ILS satellites to be located across ARCH region	Not Live	☑ £200m Llanelli Life Science and Wellbeing village progressing well, long term vision for additional ILS at Hywel Dda. ☑ Hywel Dda Transforming Clinical Services to inform REI prioritisation.

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Research, Enterprise & Innovation Programme: Projects & Timelines

Key
Scoping — Not Live —
Project Live — Handover —

Project	Status	Comments
REI 5: AgorIP: Will open up a pipeline of untapped research & turn innovation ideas into products and services	Handover	☑ A joint Health board IP Policy was agreed and AgorIP was launched in May 2018.
REI 6: J-CRF Regional Expansion: The Joint-Clinical Research Facility (J-CRF) is a single portal for all clinical research within the region, providing a platform for translation of research into clinical innovation	Live	☑ Regional expansion at Llanelli Wellness and Life Science Village.
REI 7: Llanelli Wellness & Life Science Village (R,E&I): Create an open innovation and R&D environment in West Wales which could expand and support the existing ILS offerings	Live	Comments to be completed.
REI 8: Talent Bank (R,E&I): Create a regional supply of indigenous high-calibre and skilled STEM talent	Handover	☑ Delivered on initial ambitions; ☑ 10% of both cohorts have secured places to study medicine at university; ☑ Plans to deliver the programme in order to open up access to other local sixth forms and colleges.
REI 9: H&Wbeing Academy (R,E&I): Facilities to support high-quality research, innovation, development and education	Handover	☑ Delivered on initial ambitions; ☑ Further opportunities for growth being explored

Appendix 3 IMTP narrative

3.2 ARCH

The ARCH priorities be addressed in 2019/20 include:

Service Transformation

The Service Transformation Programme is taking a whole system approach to implement new service models based on the needs of our population, with a different approach to delivering health and care services, across system and organisational boundaries. The focus in 2019/2020 will be:

- Finalising the work in progress to develop new regional service models for a number of fragile services to create more sustainable services;
- Maximising the opportunities to streamline patient pathways and secure more effective local and regional service provision; and,
- Improving the performance of current regional pathways.

The specific deliverables are:

- **Neurology**
  - o A fully costed regional service model for neurological conditions agreed by June 2019, the model will;
    - ▪ Strengthen community based services
    - ▪ Improve prompt and accurate diagnosis for patients
    - ▪ Promote self-care, improve psychological well-being and independence
    - ▪ Reduce unscheduled hospital admissions, length of stay and A&E attendances
  - o A detailed Implementation/Delivery Plan 2019- 2021 (with a key milestones for delivering specific elements of the new model) to be signed off by Health Boards in September 2019.
- **Interventional Radiology (IR)**
  - o An agreed plan to stabilise then grow IR services across the region to be completed by April 2019 with key milestones for 2019/2020. The plan will aim to make roles more attractive to prospective applicants through:
    - ▪ Creating regional roles across traditional boundaries
    - ▪ Examining job roles to reduce need for Out Of Hours services
    - ▪ Increase participation in clinical trials
    - ▪ Increase interventional activity across a range of specialties
    - ▪ Reduce length of stay for number of conditions

- **Cardiology**
  - An agreed plan to develop an Operational Cardiology Service Delivery Network (OCSDN) for the region for sign off by Health Boards in April/May 2019;
  - Based on an agreed plan, sign off of regional clinical model, activity flows, resource envelope and performance standards by December 2019. The model will:
    - Improve performance of current heart conditions pathways
    - Reduce delays for treatment and length of stay
    - Secure sustainable and effective local and regional service capacity
    - Improve patient experience.
  - Appointment of OCSDN team in April 2020; and,
  - OCSDN to go live in September 2020.
- **Hyper Acute Stroke Services**
  - Regional HASU model and impact analysis to be presented to Health Boards in March/April 2019 which include a regional rehabilitation model for stroke to support the flow through HASU:
    - In-patient services
    - Community Stroke teams, including Early Supported Discharge
    - Life After Stroke
  - Based on agreed model develop a detailed implementation/delivery plan for sign off by Health Boards - September 2019
- **Digitisation of services**
  - A definitive scoping document that outlines digital ambitions and deliverables for the region by September 2019 which aims to:
    - Secure closer working between Health Board Informatics departments
    - Enable more shared learning and resources to achieve local and national goals
    - Empower patients to manage and participate in their care

In addition to the service transformation programme within the ARCH portfolio, the three key work streams below will also take forward regional working:

Wellbeing Programme

The Wellbeing Programme aims to contribute to the reduction of health inequalities between population groups and affect a tangible step-change in approach to prevention and early intervention
Specific deliverables are:

- **A Wellbeing Schemes Learning Forum** launched to share best practice, learning, innovation and impact from each of the wellbeing schemes in April 2019; and,

- Initial **scoping completed of an** Integrated Regional Well-Being Information Platform for the region by August 2019.

Skills, Education and Workforce Programme

The Skills, Education and Workforce Programme aims to widen access and opportunities for people living within the region to pursue a career with the NHS and promote South West Wales as the destination of choice to train, work, and live. Specific deliverables are:

- **An Apprenticeship Career Framework** to be agreed by April 2019 with posts advertised in May 2019 and new recruits in place by Sept 2019;
- **Schools Experience Programme (16-18yrs)** launched in April 2019 with first cohort in place from Sept 2019;
- **A Workplace Wellbeing programme** developed which can be integrated into all health & social care education programmes, this will include secondary schools, FE providers and universities by January 2020; and,
- A scoping exercise completed under **ARCH I** to develop a network of improvers across the ARCH region by March 2020 and an agreed plan implemented by Sept 2020.
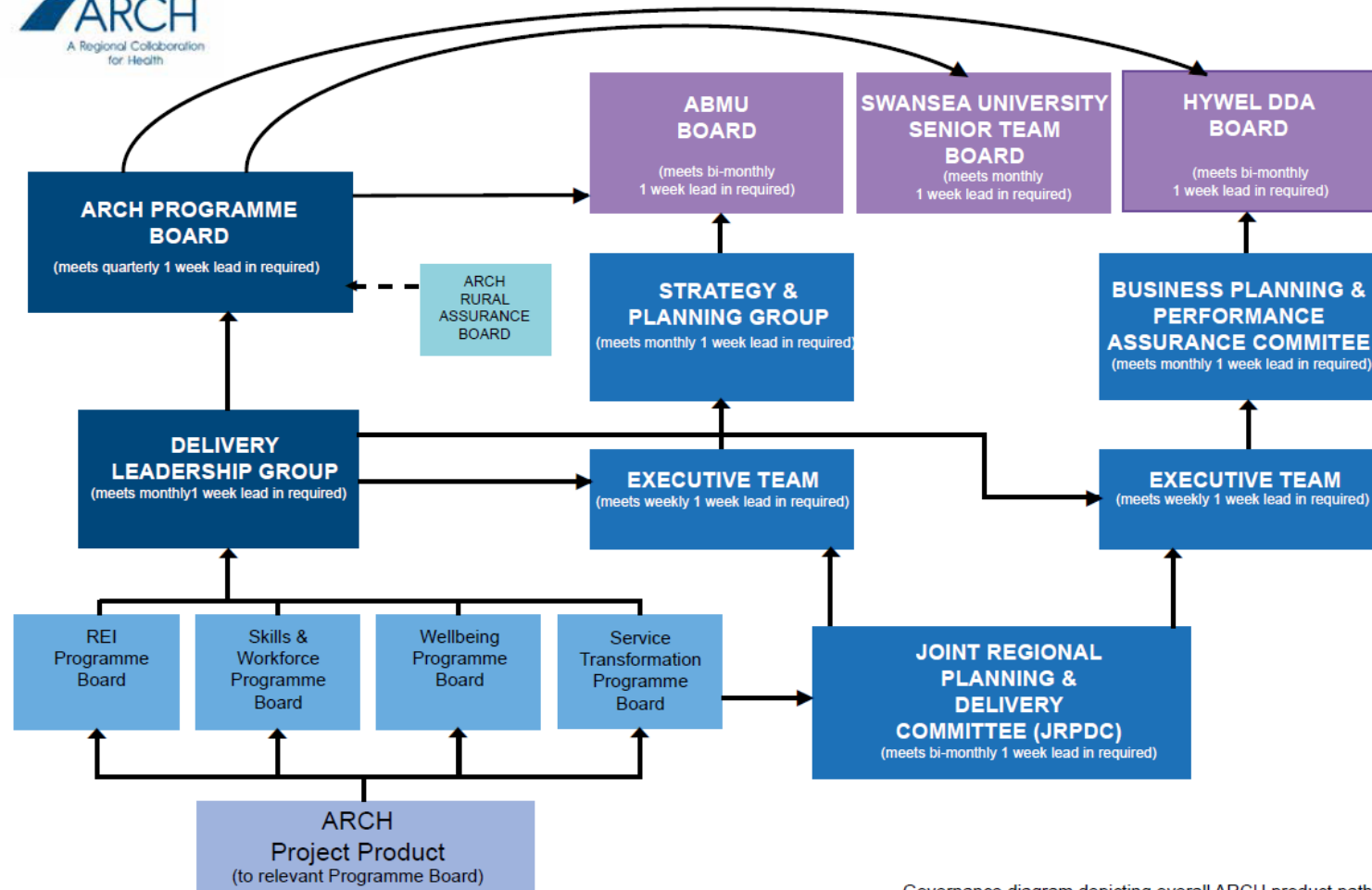
Research Enterprise and Innovation Programme

The aim is to expand Institute of Life Sciences (ILS) facilities across the region and drive an ecosystem of vibrant life sciences as follows over the next 1-3 years:

- ILS Llanelli
- ILS Healthcare Technology & Innovation Centre at Singleton
- Regional ILS Morriston
- ACCELERATE.

Appendix 4

ARCH Product Pathway

ARCH
A Regional Collaboration for Health

ABMU BOARD
(meets bi-monthly 1 week lead in required)

SWANSEA UNIVERSITY SENIOR TEAM BOARD
(meets monthly 1 week lead in required)

HYWEL DDA BOARD
(meets bi-monthly 1 week lead in required)

ARCH PROGRAMME BOARD
(meets quarterly 1 week lead in required)

ARCH RURAL ASSURANCE BOARD

STRATEGY & PLANNING GROUP
(meets monthly 1 week lead in required)

BUSINESS PLANNING & PERFORMANCE ASSURANCE COMMITEE
(meets monthly 1 week lead in required)

DELIVERY LEADERSHIP GROUP
(meets monthly1 week lead in required)

EXECUTIVE TEAM
(meets weekly 1 week lead in required)

EXECUTIVE TEAM
(meets weekly 1 week lead in required)

REI Programme Board

Skills & Workforce Programme Board

Wellbeing Programme Board

Service Transformation Programme Board

JOINT REGIONAL PLANNING & DELIVERY COMMITTEE (JRPDC)
(meets bi-monthly 1 week lead in required)

ARCH Project Product
(to relevant Programme Board)

Governance diagram depicting overall ARCH product pathway

ARCH Product Pathway V0.8

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