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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	May 2019	Agenda Item		
Report Title	ARCH Portfolio Summary Update			
Report Author	Rose Turrell, Business Manager, ARCH			
Report Sponsor	Karen Stapleton, Head of Strategy and Service Planning, ARCH			
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 Board meeting held on 9 th April 2019.			
Key Issues	<p>The ARCH Programme Board meets quarterly and receives a detailed report from the Chair of the ARCH Delivery and Leadership Group at each meeting.</p> <p>Key points to note in this report are:</p> <ul style="list-style-type: none">• Good progress across all the service transformation projects, in particular Neurology, Cardiology and Interventional Radiology;• The Collaboration Across Systems document in Appendix 1 and 2;• The agreed 3 projects for the Workforce, Skills and Education Programme.			
Specific Action Required (please ✓ one only)	Information	Discussion	Assurance	Approval
	✓			
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none">• NOTE the update on the ARCH Portfolio			

ARCH PORTFOLIO UPDATE

1. INTRODUCTION

The purpose of this report is to provide the Swansea Bay University Health Board with an update on matters reported to the ARCH Programme Board in April 2019.

2. BACKGROUND

The ARCH Programme Board last met on 9th April 2019. A quarterly report on the status of each of the four work programmes is received from the Chair of the ARCH Delivery and Leadership Group.

3. ASSESSMENT

3.1 DLG Chairs Update

Meeting with Community Health Councils (CHCs)

Representatives from Swansea Bay University Health Board CHCs attended the ARCH Service Transformation Board meeting in February 2019. This presented a valuable opportunity to keep the CHC informed on regional work delivered within both the ARCH and the JRPDC programmes of work. The ARCH Service Transformation Board plan to invite the CHCs to a future meeting in approximately 6 months.

Morrison Hospital Road Options and Opportunities

A Meeting was held on 30th January 2019, to discuss the Morrison Hospital road options and opportunities. ARCH, Welsh Government, Swansea University, Swansea Council and Finance and Planning representatives from ABMU attended the meeting.

The meeting outlined work completed to date on the Morrison Road and explored the opportunities available for opening up access to the Morrison site

ARCH - Collaboration Across Systems

The Chair of the ARCH Programme Board requested that a guide be produced so that lessons learnt from the ARCH projects could be shared both within Health Boards across other organisation and projects, this is named 'Collaboration Across Systems' and can be seen in **Appendix 1 and 2**.

Swansea Inter-disciplinary Health Research and Innovation Forum (SIRIF)

The Programme Board received a proposal for further collaboration opportunities in the form of a Swansea Inter-disciplinary Health Research and Innovation Forum (SIRIF), presented by Professor Julian Hopkin and Dr Leighton Phillips. The proposed Forum would promote and encourage future research grants, deliver on practical

health advancements and is the doorway to securing serious research grant monies and delivering on practical health advances. The proposal was well received by the ARCH Programme Board.

3.2 Service Transformation Programme

Hyper Acute Stroke Unit (HASU)

A second regional rehabilitation workshop was held in December 2018, with the aim of critically examining existing pathways and, using the latest evidence and stroke data, develop new rehabilitation pathways. Groups were encouraged to focus on new innovative ways of working; regionally, collaboratively and using technology to enhance patient outcomes. New community focussed pathways were designed by the groups and can be used by Health Boards to design their future rehabilitation services. Both Health Boards have groups whose remit is to explore these pathways internally.

Since January significant work has taken place on the first cut of the modelling work on the potential patient flows to a HASU. This has been led by the HASU Project Manager, working closely with Stroke clinical leads and the NHS Delivery Unit has been supporting the modelling work for the project. A full update on the progress of this project was received at the Service Transformation Board on 21st March.

This project is on track to deliver detailed option modelling, taking into account the impact any services changes may have on the remaining admitting units within the region. The project is also looking in detail at the pathway flow, including rehabilitation and community work streams. The interdependencies of a regional stroke pathway are complex and as a result both Health Boards will have set up internal service redesign groups to undertake some of this work.

The Project Chair, Alison Shakeshaft, Director of Therapies and Health Sciences is due to be present a detailed update on progress to the Service Transformation Board in May 2019.

Cardiology

Both Medical Directors led a successful regional Cardiology workshop on 22nd February with the aim to understand the strengths, weaknesses and opportunities for cardiology services in the region. Clinicians, service teams' and third sector colleagues worked on a number of activities in development of a vision and priorities for cardiology services. The Chair of the Cardiac Network and Head of College of Human and Health Sciences presented and participated in discussions.

The Regional Cardiology Working Group have digested and discussed the outputs and are now developing an action plan including quick wins and development of a longer term vision. This is scheduled to be discussed at the Service Transformation Board in May 2019.

Interventional radiology (IR)

The exercise to establish the current baseline regional workload capacity has been completed. A full picture of IR competences has now been collated and shows the regional picture with particular fragility around vascular IR services, with a heavy reliance for the regional element of the service on just 2 individuals.

It is recognised that although the ambition is to have a service that could be 24/7, the immediate focus must be on stabilising the current service by growing the number of clinicians in an incremental approach through making the roles and the Health Boards more attractive.

There has been significant progress made across a number of areas which has supported the retention and professional development of IR specialisms in the South West.

1. There has been agreement that regional roles are the way forward and a regional job description will now be developed and advertised as soon as possible.
2. An agreement has been reached between Health Boards that a new Vascular IR session will be introduced at Prince Philip hospital on weekly/monthly basis as necessary. This will enable some patients to be treated within Hywel Dda rather than travelling to Morriston Hospital for this intervention.
3. Following the baseline assessment of interventional competence across the region, agreement has been reached that Hywel Dda will provide professional development opportunities for 2 locum consultants to further expand their competencies in this area. This will enable the retention of these individuals within their locum posts for the foreseeable future. SBUHB have agreed to support this approach and host the professional development sessions in Morriston Hospital.

Neurology

The Regional Neurological Conditions Service Model was presented to the ARCH Programme Board in January 21st 2019 by the Project Group Chair, Peter Skitt

Since then, a number of steps have been undertaken to finalise the Service Model and develop a detailed implementation plan.

1. Meetings have been held with Primary Care medical leads in both Health Boards to establish the way forward to engage with Primary Care teams to support the implementation of the proposed clinical model.
2. Discussions between the Headache specialist and the Primary Care GP Lead in SBUHB continue, with the aim of developing an agreed headache pathway and approach to referrals for SBUHB.
3. Discussions have been initiated to establish a regional approach to epilepsy specialist nursing. .
4. The ARCH Project Manager has been working with Business Intelligence colleagues in SBUHB to develop the detailed costed model and implementation

plan for the service model and a similar approach will taken with the Values Based healthcare team in Hywel Dda.

A draft Implementation Plan was presented to Service Transformation Board in March and this was welcomed. The implementation plan will support the development of the detailed costed model which will be presented back to Service Transformation Board in May 2019.

Digitisation

4 workshops have been held since the Digitisation project was first initiated.

A further meeting of the Digitisation group took place on 25th April. The meetings purpose was to agree and initiate the work Programme for the Digitisation Project. An update on this will be received at the ARCH Delivery and Leadership Group in May 2019.

Work has continued to ensure that the appropriate representatives from the ARCH partners are identified for inclusion on the project when terms of reference and programme of work has been agreed.

A list of nominated Digitisation leads has been received from Swansea University.

3.3 Wellbeing Programme

Current members of the Wellbeing Programme Board have agreed the need for a refresh of the leadership and Terms of Reference, to ensure that the forum is the right one to deliver upon the ambitions for the region.

The initial draft priorities for a refreshed Wellbeing work programme were identified as follows:

- Developing a strategic vision for wellbeing within the region
- Undertake a Strategic Health Needs Assessment – initial baseline and continuing process of deep dives and updates
- Sharing of capacity and resource particularly in regards to Public Health Analysts for the region
- Population health improvement utilising PROMs and clinical outcomes across pathways
- Evaluation and health impact assessment of the wellness schemes/centres
- Prevention and Health promotion ‘mind-set’ – how do we change culture/thinking re: interventions that enhance quality of life
- Opening up the accessibility of the SAIL database to the region.

A follow up meeting took place on the 7th May which aimed to progress the next steps.

3.4 Workforce, Skills and Education programme

The Workforce, Skills and Education Board have agreed a plan for reinvigorating the programme. The agreed projects for the Programme are as follows;

- An Apprenticeship Career Framework;
- Schools Experience Programme (16-18yrs);
- Workplace Wellbeing.
- Regional Network of Improvers

This programme benefits from the leadership of both Executive Directors of Workforce and the Chair of the Workforce, Skills and Education Programme John Gammon.

The 3 priority projects identified within the WSE Programme are now more clearly understood. The WSE Board will be reinstated in Q1 2019/2020, to provide steer and oversight to the projects, and will provide robust reporting through the ARCH DLG and Programme Board, as per the ARCH governance structure.

3.5 Research, Enterprise and Innovation

The development of the Campuses Business Case is on-going.

Accelerate is a pan Wales programme and its components are Life Sciences Hub Wales, Swansea University through the Healthcare Technology Centre (HTC - revenue/activities), Cardiff University supporting Medical Innovation through the Clinical Innovation Accelerator (CIA) and UWTSD delivering devices to improve standards of living through Assistive Technologies Innovation Centre (ATIC).

Accelerate aims to support and accelerate the translation of ideas from the health care system into new technology, products and services to create lasting economic value in Wales. The project has received its first wave of project submissions and work is in progress to develop the project plans for these opportunities. From HTC perspective (revenue side), 3 Innovation Technologists have been recruited and recruitment for the next 5 posts is underway along with procurement.

Moving into delivery phase, the project has identified 5 projects relatable to health. Partners involved are WAST and Fijitsu on projects such as preventing falls, and the drone delivery of defibrillators. The aim is for studies to be shared with Health Boards via ARCH by the end of Q4.

In February 2019, the ARCH PMO and the Enterprise and Innovation team at Swansea University Medical School submitted a BID for an Advancing Applied Analytics Fund from the Health Foundation. The funding programme aims to improve the analytical capability in support of health and care services. The ARCH PMO learnt in April that this application was not successful.

The REI Programme Board has agreed and established a process for circulating BID opportunities within the Board, which includes members from the School of Management, the Medical School and the School of Human and Health Sciences.

4. GOVERNANCE AND RISK ISSUES

The ARCH Programme Board is currently chaired by Andrew Davies, Chair of Swansea Bay University Health Board. It was announced at the meeting that Andrew Davies had recently announced he is stepping down from his role as Chair of Swansea Bay UHB. Tracy Myhill and Karen Miles took the opportunity to thank him for his leadership during his tenure as Chair of the ARCH Programme Board.

The ARCH Delivery and Leadership Group is chaired by Karen Miles, Director of Strategy and Performance at Hywel Dda University Health Board.

The ARCH Programme Board received a final version of the ARCH Portfolio Risk Register, and ratified the risk register pending a few changes to the identified strategic risk for the Portfolio.

The Swansea Bay University Health Board Internal Audit team have conducted a review of ARCH during March and April 2019, the outcome of this audit will be reported to the Swansea Bay University Health Board Audit Committee and the ARCH DLG in May 2019.

5. ARCH Programme Management Office (PMO) Funding

The board received an update on the financial position of the ARCH Portfolio, which reported a positive position for 2018/19 year end.

6. RECOMMENDATION

Members are asked to:

- **NOTE** the update by the ARCH Programme Board in April 2019.

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
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		
SBUHB has a current recurrent commitment to fund the ARCH PMO. This is matched by Hywel Dda University Health Board. A contribution is also received by Swansea University.		
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 received by SBUHB Board was in March 2019.	
Appendices	Appendix 1 and 2 Collaboration Across Systems	

Collaboration Across Systems

An approach to successful collaboration across systems

3 Components throughout a project lifecycle

Ethos, Principles and Processes

Mandate

Scoping

Initiation

Delivery

Handover

Implementation

**Strong Board Level
Executive/Clinical
Leadership**

National & local
direction of travel

Alignment with
strategic drivers

Alignment between
Boards and executives

Regional aims
and ambitions

Evidence based

Systems approach

Executive visibility

Strategic fit

Building credibility

Partnership working,
trust and transparency

Openness to change

Articulate vision

Vision developed
- clinically led

Consistent chair
throughout project

Attendance
at key meetings
/workshops

Safe zone

No Idea is a silly idea

MDT approach

Open invite

Clinicians free to
air frustrations

Setting expectations

Meetings individually
and with teams

Ensuring the right
representation

Breaking down
professional barriers

Allow time for
stakeholder
engagement

Use of facilitation
tools/Open
communication

Listen to ALL views

Allow challenge/
devils advocate

Facilitating debate

Prioritise key
representatives

Establish baseline of
service culture

Articulating
mutual benefit

Think value rather
than finance

Patient outcome
focused

Meet at times
convenient to
representatives

Time to check
and validate

Innovation

Research

Outcomes/Benefits

Champions

Don't let the perfect for one get
in the way of the good for many
- achieving a clinical consensus

Clarity of
roles within PMO

Clear project
governance structures

Strong team ethos

Essential Conduit

Dedicated support
for planning

Strong
communicator
facilitation
influencer skills

Permission to ask
questions

Solution focused

Good internal
communications

Project manager
accountability

Strong project
management
processes

Ability to tailor
to project need

Interperate,
distil, articulate
clinical vision

Pragmatism

Good documentation

Dedicated support for
implementation

Awareness of
interdependencies

**Dedicated
Programme and
Project
Management**

Allowing Time to Mature
Public and Patient Engagement - Co-production

Collaboration Across Systems

3 Components throughout a project lifecycle

Mandate

**Strong Board Level
Executive/Clinical
Leadership**

Scoping

Initiation

**Inclusive
Collaborative
Project
Approach**

Delivery

Handover

Implementation

**Dedicated
Programme and
Project
Management**

- Board Level executives were engaged with regional aims and ambitions via ARCH;
- Neurology Service identified from joint Health Board priorities;
- Director of one partner nominated as chair for the project and has maintained consistent throughout the project;
- The regional vision was well articulated in initial meetings;
- The project group meetings were conducted using a welcoming MDT approach with an open invite to all disciplines and views - inclusive not exclusive;
- Time was allowed for colleagues to express views and frustrations in a safe way;
- There was clarity in the expectations and the purpose of the project;
- Workshops enabled wider participation of clinical disciplines and provided a space to identify good practice, broke down professional barriers and facilitated debate;
- A wide range of topics were presented for consideration including mapping and baseline of current services, SAIL, Neuro Biobank, Value Based Healthcare, Technology enabled care, In-reach models of care, research and evidence, social models of health;
- As the membership evolved over time, a change in focus occurred in mid 2018 from one concentrated on bed numbers to one supporting care in the wider community;
- Dedicated project management ensures effective structure to project and clear documentation;
- Allows headspace for clinical colleagues to move into a future mind set;
- Provides encouragement to hit project deadlines.

Case Study: Regional Neurological Conditions Project

First meeting held
April 2017

Performance Measures
Agreed

1st Engagement
Workshop held
January 2018

Presentation from
Neuropsychology and
Llanelli Lifescience and
Wellness Village
July 2018

Key service model
areas identified
July 2018

2nd Engagement
Workshop held
October 2018

Service Model Paper
presented to ARCH Service
Transformation Programme
Board November 2018

Included in both Health
Board Annual Plans 2019

Service Model Paper
presented to ARCH
Programme Board
January 2019

Third Sector Engagement

Development of
Implementation Plan

Public and Patient Engagement - Co-production

Allowing Time to Mature