SOUTH WEST WALES
Regional Working and Collaboration
2017 – 2018
Improving the health, wealth and wellbeing of South West Wales
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There are well established arrangements in place for regional working in South West Wales, based on a long history of the Abertawe Bro Morgannwg (ABM) and Hywel Dda University Health Boards working together. A Regional Collaboration for Health (ARCH) is a unique partnership formed between these Health Boards and Swansea University. We believe a joined up regional approach is the only way we will be able to deliver meaningful change to improve the health, wealth and wellbeing for the people of South West Wales.

During 2017/18 ARCH became one strand of the City Deal that was awarded by the UK government to the Swansea Bay City Region. The City Region brings with it a new way of working. The ARCH partners are working in partnership with local authorities and industry to influence the wider determinants of health such as housing, education, transport and economic regeneration. In addition, ARCH are capitalising on a new regional infrastructure, working towards digital inclusion.

There has been a further step-change in the pace and formality of the regional planning and delivery agenda with the establishment of the Joint Regional Planning and Delivery Committee (JRPDC) in August 2017. The priority for the JRPDC has been to focus our common challenges and maximise the impact of working together where there are opportunities for improvement through collaborative working on short-term priorities and in-year delivery.

Underpinned by the Parliamentary Review for Health and Social Care in Wales, published by Welsh Government in 2017, all partners are clear that embracing regional working is crucial to developing and delivering healthcare that is fit for the future. With service pressures and workforce fragility being the fundamental areas for focus, working regionally has never been more imperative for South West Wales. We have an ambitious portfolio of regional work, set within clear governance structures and bolstered by the unique arrangements in place in South West Wales, such as the City Deal and ARCH.
In 2017/18, through our regional working and collaboration arrangements we have:

- Refocussed the ARCH governance arrangements and established the JRPDC which has led to a strengthened ownership of regional planning at Health Board and University Executive level;
- Agreed joint statements on regional planning that are in both Health Boards' Integrated Medium Term Plans (IMTPs);
- Made significant progress on the £1.3bn Swansea Bay City Deal and ARCH partners are working with local authorities and industry to influence the wider determinants of health in the South West Wales region;
- Secured Welsh Government pipeline funding for three of our Health and Wellbeing schemes;
- Initiated over 40 individual ARCH projects since 2016. Delivered on our initial ambitions in 16 ARCH projects during 2017/18 and continue to achieve progress in over 20 ARCH projects due to be delivered between 2018 and 2021;
- Visited the Skåne region of Sweden to exchange ideas and learning and identify areas for ongoing international collaboration;

- Secured Welsh Government support to develop a regional Value Based Healthcare approach that will underpin our service transformation agenda;
- Produced a regional Health and Wellbeing needs assessment (compendium) to support our population health planning and a baseline against which to monitor and evaluate the impact of ARCH projects;
- Secured funding to open a pipeline of untapped opportunities to work with researchers and health staff to put forward concepts with development potential via AgorIP, a £13.5million EU-supported scheme;
- Completed regional needs assessments for orthopaedic, ophthalmology and catheter laboratory services to inform our Annual Plans for 2018/19;
- Brought our clinicians together to develop shared pathways for orthopaedics, ophthalmology, vascular and stroke services;
- Developed a directory of services and a joint checklist for discharge to facilitate a smoother transfer of patients between hospitals;
- Completed a focussed piece of work on our Long Term Agreements (LTAs) to facilitate service change between our Health Boards.
A Regional Collaboration for Health (ARCH)

In March 2017 the ARCH partners submitted a Portfolio Delivery Plan (PDP) to Welsh Government, committing the three organisations, Swansea University, ABM and Hywel Dda University Health Boards, to taking joint action at both significant scale and depth, covering services for a million people across the region.

The ARCH Portfolio brings together four powerful programmes of work, each addressing the ambition of ARCH by leading on identified projects, chaired by a member of the ARCH Delivery Leadership Group (DLG).

The ARCH Programme Board holds this group to account for the delivery, pace and programmes of work within the ARCH portfolio.

Examples of the projects being progressed under ARCH:

- **Skills & Education**
  - **Project example:** Increase in Medical School numbers
  - **Why?** Help train more doctors locally through increased numbers of Graduate Entry Medicine (GEM) students
  - **Benefit?** Help address NHS workforce pressures and reduce the number of vacancies across the whole region

- **Service Transformation**
  - **Project example:** Regional Non-surgical Cancer Strategy
  - **Why?** To provide the best possible non-surgical cancer care for the people of South West Wales, no matter where you live
  - **Benefit?** By planning future services as a region we can ensure patients have a pathway which is equitable and first class

- **Wellbeing**
  - **Project example:** Network of Health & Wellbeing schemes
  - **Why?** To address population health and wellbeing and rebalance services between hospital and community settings
  - **Benefit?** The schemes will help people access care closer to home, help people stay well in their communities and avoid hospital visits

- **Research, Enterprise & Innovation**
  - **Project example:** AgorIP Intellectual Property (IP) project
  - **Why?** The IP framework will support everyone working in the NHS in Wales to turn their ideas into reality
  - **Benefit?** It will open up a pipeline of untapped research and turn innovation into products for the commercial market
During 2017/18 the ARCH Programme Board has been strengthened following the Welsh Government Gateway Review carried out in March 2017. The review identified that joint collaborations of the scale and depth of ARCH, covering services for a million people and bringing together the health and university sectors are rare. However the review concluded that ARCH was in a “good place to take forward the challenges faced in the Health Economy of South West Wales”.

In September 2017 the new ARCH Programme Board arrangements were introduced.

The recommendations made through the Gateway Review, coincided with Welsh Governments’ request that both Health Boards establish formal joint planning arrangements to support and clarify clinical service decisions across the region.

www.arch.wales
Joint Regional Planning and Delivery Committee (JRPDC)

New regional planning arrangements were introduced in August 2017 through the establishment of three Joint Regional Planning and Delivery Committees (JRPDC) across Wales. Membership of the JRPDC in South West Wales includes the Chairs and Chief Executives from Health Boards and the Director General for Health and Social Services.

The main aims of the JRPDC are to provide joint leadership for regional planning and delivery of priority services for both Health Boards through joint working, delivering on Ministerial objectives, especially those relating to the NHS Outcomes Framework as well as alignment to the more strategic ARCH Programme Board.

The focus in 2017/18 has been to enable significant in-year progress and pace in delivery for the region. Its work is aligned with that of the ARCH Programme Board whose focus is to continue to work towards delivering the wider strategic vision for the region.

The approach within the JRPDC has been to:

- Focus on our common challenges and maximise the impact of working together where there are opportunities for improvement through collaborative working;
- Take forward a rolling programme of work to support planning, delivery and service improvement in the short and medium terms;
- Build on the good relationships and foundations of joint working already agreed through the ARCH programme, securing together our longer-term strategy for regional collaboration between Health Boards and with our partner, Swansea University; and;
- Ensure there is alignment of JRPDC priorities with the longer term transformational plans being progressed through the ARCH Service Transformation programme.
Swansea Bay City Deal

The City Region deal is accelerating specific projects within the ARCH Portfolio helping to tackle some of the causes of illness and improve the wellbeing of our communities as well as support developments in research, innovation and education alongside Morriston and Singleton hospitals.

The two projects within ARCH benefiting from City Deal funding include the development of Health and Life Science campuses at Singleton and Morriston and the creation of a Wellness and Life Science Village in Llanelli. £15million of funding will support the plans at Morriston to deliver a 3rd Institute of Life Science (ILS) and facilitate the expansion of Singleton Hospital and the Swansea University campus into a second health campus where medical and other health technology companies will be focused.

£40million of funding will support the Llanelli Wellness and Life Science Village. The village will create employment and investment opportunities and will be based around community care. It will create an ILS for Hywel Dda as well as facilities for education and skills, sport, leisure and tourism, business development and wellness initiatives linked to research and development.

The City Deal is kick-starting a new digital industry for the region focusing on a growing world market. The region will become a “living laboratory” – essentially a test bed for Broadband technologies.
Summary of Achievements

Through our programme of regional planning and collaboration this last year we have achieved:

- **Aim:** Developing sustainable and prudent health services for our region
  - Physician’s Associates 1st Cohort Graduated
  - Non clinical apprenticeships scheme launched
  - Health & Wellbeing Academy at Swansea University opened
  - South West Wales Non-surgical cancer strategy agreed

- **Aim:** Improving the health and wellbeing of the population
  - City Deal Outline Business cases submitted
  - Wellbeing Compendium published

- **Aim:** Creating a vibrant life science and health ecosystem that drives innovation and research
  - EU funding secured for Agor IP
  - Wellbeing schemes pipeline funding secured

- **Aim:** Growing our own talent and securing the workforce of the future
  - Increased Graduate Entry Medical student numbers
  - Talent Bank and Destination NHS established
  - Joint Intellectual Property policy agreed
  - Physician’s Associates 1st Cohort Graduated

- Morriston & Singleton Hospitals Master Site Plans completed
- Clinical pathways redesigned
- Strategic Outline Case developed for pathology
- Neurology performance indicators agreed
- Regional Needs Assessments undertaken
- South West Wales Non-surgical cancer strategy agreed
Progress made in 2017/18

ARCH

ARCH is a long term transformational collaboration that aims to improve the health, wealth and wellbeing of the South West Wales region. The ARCH Portfolio Delivery Plan (PDP) identified fifty seven projects, relating to one or more of the four ARCH programmes. A number of these projects were initiated in 2016, others in 2017 and some are due to be made ‘live’ in 2018 – 2021.

Wellbeing

Health and wellbeing are inextricably linked; many of the drivers of better health such as income, housing and education, are the same as those associated with increased wellbeing.

The aims of the Wellbeing Programme have been to develop the ARCH ‘case for change’ and inform our understanding of the baseline level of health and wellbeing in the region and rebalance the system, by developing a regional network of health and wellbeing schemes, promoting new partnerships to deliver preventative programmes to reduce demand on the health service.

Health and Wellbeing Compendium

Early in the ARCH programme a Regional Needs Assessment was commissioned through the Public Health Wales Observatory and the Farr Institute of Health Informatics Research (Swansea University’s Medical School).

This formed the ‘case for change’ in the ARCH PDP. The Compendium is the detailed version and it is being used by Health Board Directors of Public Health and Directors of Strategy/Planning to its fullest extent in supporting population health planning. The needs assessment provides a baseline to monitor and evaluate the impact ARCH projects are having across the region.
Health and Wellbeing Schemes

During 2017/18 Health Boards were successful in securing Welsh Government Primary Care Capital pipeline funding for the Bridgend, Swansea and Cross Hands Health and Wellbeing Schemes. These schemes are part of the ARCH vision for a regional network of services, tailored to meet local needs and focused on prevention and rebalancing services between hospital and community settings.

Schemes are at various stages of development but all aim to deliver on the ARCH health and wellbeing characteristics of new models of care, supporting education and skills, life science advancement, and are part of wider community regeneration programmes.

ARCH: Health and Wellbeing schemes - characteristics

- Multi-disciplinary workforce
- Community-based treatment of complex conditions
- New technology
- New models of care
- Innovative education & skills programmes
- Strong partnerships & co-location
- Research, enterprise & innovation
- Co-investment strategies

www.arch.cymru
Skills and Education

The Skills and Education programme aims to transform skills, education and workforce in the health economy of the region.

A key area for concentration has been the training and retention of health and life science professionals to support the overarching ambition of workforce stabilisation. Programme objectives include Creating a sustainable workforce, upskilling the current workforce as well as developing a pipeline of future talent.

Destination NHS

Launched in June 2017, Destination NHS is a unique collaboration between Hywel Dda University Health Board, Swansea University and Pembrokeshire College. The scheme is designed to raise awareness of career opportunities within the NHS.

Destination NHS offers learners 100 hours work experience within a specified area. The students will have the opportunity to attend ten Masterclasses, delivered either at Pembrokeshire College, Withybush Hospital or Swansea University by health professionals. University visits will include practical and simulation sessions in their clinical suites, giving learners a real taste of their chosen profession and of university life.

During the second year of the Extended Diploma learners will work on a health project, which will earn UCAS points and contribute to their university applications, whilst being mentored by both Swansea University and Hywel Dda Health Board.

Talent Bank

Talent Bank is a bespoke Further Education (FE) programme aimed at attracting young people into Health and Life Science courses.

In April 2018 the Talent Bank completed its second programme with students from Gower College. Students attended the programme which was hosted at the Fujitsu Innovation Hub located at the School of Management at Swansea University’s Bay Campus. Of the 20 students from these cohorts, two students have secured places to study medicine, and other students are expressing interest in a number of Health and Life Science courses. The Talent Bank intends to open up access in the 2018 cohort to other local sixth forms and colleges.

Talent Bank, in collaboration with the Medical School, will also host the annual Elevate Conference in October 2018, targeting young people from across the region who may be interested in a future career in Medicine, occupations allied to health, or the life sciences.
Health and Wellbeing Academy

The Health and Wellbeing Academy is an innovative project which was initiated in 2015 and has since grown in partnership with both ABMU and Hywel Dda. Since it opened its doors in 2017 it has treated 2,659 new patients – including 70 patients within the community who would otherwise be on NHS waiting lists, delivered 15 different health and wellbeing services, worked with six different charities and seven regional businesses.

The Academy, part of the College of Human and Health Sciences - is the only service of its kind in Wales and has also helped reduce NHS waiting lists by empowering people to take control of their own health and relieving pressure on overstretched services. In turn, this has made a real difference to patients waiting for treatment in areas such as cardiology and musculoskeletal services.


Nursing

Swansea University has been ranked 2nd in the UK in the Guardian University Guide 2019, and is between 51 and 100 in the QS University World rankings. This is important in attracting and retaining talent to the region.

Physician Associates

Physician Associates are healthcare professionals that support doctors in diagnosing and managing patient treatment. The Post Graduate Diploma in Physician Associate Studies in Swansea is the first course of its kind in Wales.

Developed as a collaborative venture between Swansea University Medical School and the College of Human and Health Science, the first cohort of students graduated in May 2018 and secured employment in local health services. Applications for the course in September 2018 have exceeded the places available.
Apprenticeships

ARCH partners began working with Higher Education Institutes (HEIs) across the region in October 2016 to initiate Apprenticeship Schemes in Business Administration at Level 2 & 3.

ABMU have successfully recruited 128 apprentices since this date. Of the 53 individuals who have successfully completed the programme 43% have secured permanent roles within ABMU, 13% have progressed to the higher level apprenticeship and 7% secured roles in a different organisation.

Hywel Dda University Health Board have established an Apprenticeship Academy. Relationships have been strengthened with local colleges and the development of potential Apprenticeship pathways is underway. The Health Board has 164 active apprenticeships, and a further 98 students awaiting a start date for summer 2018.

Medical School Numbers

Swansea University Medical School has seen its undergraduate student numbers grow by 48% over the last two academic years. Student numbers have been positively impacted by the development of the BSc Applied Medical Sciences (AMS) programme in 2016/17 and a foundation level (AMS) leading into this BSc which was established in 2017/18.

The AMS programme is innovative and is attractive to students due to the three strands developed as part of the programme which prepares students for three employability outputs: in medical practice, medical research, or Enterprise & Innovation in medicine. Previously, Genetics and Biochemistry were the only Undergraduate pathways to medicine programmes on offer at the Medical School.

Due to the success of the AMS programme the Medical School is launching two new undergraduate programmes in September 2018. These are BSc Medical Pharmacology and BSc Population Health and Medical Sciences.
The protection and commercialisation of intellectual property is often the best way of progressing novel ideas for the enhancement of patient care.

Agreeing this important policy allows Health Boards to work with staff within a legal framework to ensure that patients benefit from the innovations. It also ensures that staff who contribute intellectually to generating the ideas leading to innovations, receive tangible benefits. These benefits can include financial benefits for their contributions.

AgorIP

AgorIP is a £13.5million EU-supported scheme working to bring ideas and innovation to life.

It was launched in late 2016 following the successful pilot with Swansea Healthcare Innovation Partnership Program (SHIPP) and has seen enormous success in the first phase.

It is an IP commercialisation project that secured funding early in the ARCH initiation stage and will open a pipeline of untapped opportunities to work with researchers and NHS staff to disclose concepts with development potential.

This project is integrated with the Accelerate programme and Health Boards have standardised their Intellectual Property (IP) policies to support this.
There is the risk of always focusing on the day to day struggles we face and not finding time to lift our heads and look to the future to find a long-term sustainable solution. We will only find the answers by looking forward - we need a long-term vision. ARCH has that vision.

NHS Director General
Dr Andrew Goodall

Regional Neurological Conditions Project

Clinical and service teams across the region have been working over the last year to create a more equitable and sustainable service model for patients with neurological conditions. A set of performance measures have been established to inform the baseline position of current services and a ‘hub and spoke’ model has been recommended which includes a new regional inpatient model and 3 patient pathways for review in 2018; Epilepsy, Headaches and Function. A fully costed service model will be prepared by autumn 2018.

The South West Wales Non-Surgical Cancer Strategy

In 2016 we started work on a South West Wales Non-Surgical Cancer Strategy and many stakeholders were involved in developing the strategy including third sector partners, health care professionals and service users.

The strategy will shape how cancer services are developed over the next five to ten years to meet the needs of the citizens of South West Wales, a geographically challenging region.

The strategy was agreed by Hywel Dda & ABMU Health Boards in 2017 and has now been handed over to operational teams for delivery and implementation through the Joint Regional Planning Committee (JRPDC).
Hyper Acute Stroke Unit (HASU)

Work commenced in 2017 to assess the impact of establishing a Hyper Acute Stroke Unit for the South West region in line with recommendations from National Stroke Implementation Group (NSIG). A HASU would provide emergency and in-patient specialist provision for the assessment and treatment of individuals who have suffered a stroke.

Clinical and service teams are reviewing and agreeing a set of regional standards that would underpin a HASU and next steps include developing the clinical patient pathways into and out of the HASU and developing a phased plan to move towards the regional model. This work is due to be completed in 2018.

Interventional Radiology

Clinical teams across the region have recommended a networked hub and spoke service to support delivery of a 24 hour/ 7-day a week Interventional Radiology service across the region and this model is currently being reviewed by Health Boards.

Interventional Radiology (IR) is a comparatively new sub-specialty of radiology, sometimes known as ‘surgical radiology’. The procedures require the use of imaging techniques to guide interventional instruments into blood vessels and organs to diagnose and treat a wide range of clinical conditions. These innovative techniques offer huge benefits to patients, reducing the risk of infection and enabling the patient to have an easier and faster recovery often as a day case.

Attracting and recruiting specialists is key to delivering sustainable IR services across our Health Boards, including the opportunity to participate in clinical trials.

Pathology

A draft Strategic Outline Business Case is being finalised for discussion in Autumn 2018. The business case seeks strategic solutions to address the sustainability issues particularly for the cellular pathology services where there are critical accommodation, workforce and workload pressures which cannot be addressed on an individual Health Board basis.

This explores options for the modernisation of Pathology services and recommends a preferred option concentrating the scope on regional services for Cellular pathology and diagnostic immunology to be based on the Morriston Hospital site. It also includes a space allocation for the potential development of cell and gene therapy to deliver breakthrough therapies and treatments to patients across the Region and more widely.
Joint Regional Planning and Delivery Committee (JRPDC)

The JRPDC work programme was developed in Quarter 3, 2017/18. Last year, the JRPDC has focussed upon developing an in depth understanding of our respective demand and capacity positions, performance information and year end trajectory information to support delivery of priorities at pace. Specific areas of focus were in: Orthopaedics, Ophthalmology, Endoscopy and Catheter Laboratory provision.

The priorities for JRPDC action during 2017/18 were:

- Optimising the use of existing workforce and infrastructure assets across South West Wales;
- Focusing resources on delivering reduced waiting times and improved outcomes for patients across the region;
- Addressing potential areas for improvement in patient pathways and shared learning;
- Aligning local, national and regional improvement programmes;
- Identifying options to cohort activity in centre(s) across the region.

Demand and Capacity

We have a full regional understanding of our demand and capacity position through in-depth analysis and review.

We completed regional needs assessments for orthopaedic, ophthalmology and catheter laboratory services to inform our Annual Plans for 2018/19 and in partnership with the All Wales Delivery Unit (DU), completed specific work on demand and capacity in orthopaedics. The DU work was presented to a Regional Orthopaedic workshop in March 2108 to support local modelling of services.

We also shared staff and diagnostic capacity across the region to enable delivery of endoscopy performance targets at the end of 2017/18.
Patient Pathways

We brought our clinicians together to develop shared pathways for orthopaedics, ophthalmology, vascular and stroke and as a result have redesigned pathways for cataracts, Transient Ischaemic Attack (TIA), and peripheral vascular disease (Limb at risk);

Regional Eye Care Services Workshops took place in September 2017 and February 2018 and Health Boards identified local service redesign priorities.

Cataract pathways have been restructured in Hywel Dda to allow Optometrists to work to the top of their license to refer and pre-assess patients ahead of surgery, where appropriate. The benefit of this to patients is reduced need to travel to hospital for routine or unnecessary appointments. Follow ups are now carried out by optometrists in the community following surgery.

In ABMU, the current pre-assessment process for cataracts has been streamlined and as a result more patients can now be seen. This has led to reduced waiting times and removing the requirement for second eye pre-assessment when the procedure is undertaken within 12 weeks. All routine patients will be followed up by Optometrists in the community.

A Vascular Regional workshop was held in early 2017 resulting in some key pieces of work being completed during 2017/18. TIA and Lower Limb at Risk pathways were approved and have been passed to Health Board operational teams for implementation and further detailed analysis. A Directory of Services and a Joint Checklist for Discharge have been implemented between Health Boards and this has improved communication between hospitals in the region and facilitated a smoother transfer of patients. This has resulted in improved patient flow, reduced length of stay for patients, better patient outcomes, and an improved patient experience.
City Deal
Life Science and Health Campuses at Singleton and Morriston

The ARCH programme has defined a Campus and Village Life Science network to support growth of the Life Science & Wellbeing sectors. The Life Science & Wellbeing Campuses will build upon the successful Institute of Life Science initiative, providing a world-class integrated research & business incubator/park secondary/tertiary clinical, research and trials environment, and skills development centres.

These hubs will strengthen the regional capacity to innovate, attract additional inward investment and further increase export of high-value services and goods such as medical devices.

The Life Science and Wellbeing Campuses project will create expanded infrastructure with wider capabilities allowing more and larger opportunities to be captured, ranging from major inward-investment opportunities to Higher Education/NHS commercialisation activities. Creating significant new employment within high Gross Value Added (GVA) sectors, the Campuses will have complementary foci of technology and clinical innovation, supporting development across a broad range of technology readiness levels.
Significant progress is being made on the £1.3bn Swansea Bay City Deal. A number of the 11 City Deal project business cases are now with the UK and Welsh Governments. £40million of City Deal funding will support the Wellness and Life Science Village at Delta Lakes in Llanelli and £15m will support development of Singleton and Morriston hospitals as health and life science campuses.

**Wellness and Life Science Village at Llanelli**

With an outline planning application for the scheme having been submitted in the spring 2018, subject to consents, work on the Village is earmarked to start towards the end of 2018, with the first phase scheduled to be open in 2021.

The £200 million Llanelli Wellness and Life Science Village includes a Wellness Hub, a Community Health Hub, assisted living accommodation and a nursing home.

The programme is being led by Carmarthenshire County Council and aims to create up to 2,000 high-quality, well-paid jobs over 15 years, helping to boost the local economy by £467 million.

A preferred private sector chairman for the City Deal's Economic Strategy Board has been selected, and a Joint Committee Agreement outlining principles of City Deal working will be considered by all four regional councils for approval this summer 2018.
ARCH-i was originally set up as a web based platform for those within the region who are part of the quality and improvement community. Launched in February 2017, it was well received.

A further opportunity has arisen to scope a much larger project which will expand the opportunities of the ARCH-i branding in line with national and regional developments in improvement and quality.

The ACCELERATE Programme is a partnership delivered by the Life Sciences Hub Wales and three partner Universities; University of Wales Trinity St David’s, Swansea University and Cardiff University.

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. ACCELERATE will focus on ways of speeding up the process of exploiting opportunities that help address health or social care need.

Commissioning and Professional Programmes

The College of Human and Health Sciences at Swansea University is preparing for a new commissioning cycle of professional programmes, which will include new programmes in physiotherapy, occupational therapy and occupational health. The College is embracing public health, primary care, community care, hospital care and social care to develop an integrated learning pathway.
Digitisation

A new project for Digitisation has been established under ARCH. Scoping workshops have been held to baseline the regional Digital Infrastructure that will underpin this work.

Both health boards have digital ambitions which will underpin how services are provided in the future, including technology enabled care, patient help and support, improve Primary and Secondary care working and social care integration.

Early successes include the implementation of a pan-Health Board Wi-Fi access, which supports our workforce to mobilise and work regionally.

Primary Care Academy (PCA)

In order to address the significant shortfall in medical graduates applying to train in general practice, Health Education England (HEE) have mandated that 50% of graduate go into general practice.

In Wales, Health Education and Improvement Wales (HEIW) is placing heavy emphasis on the role of primary and community care in developing an integrated multidisciplinary health and social care workforce and have been working together to develop the concept of a ‘Primary Care Academy’ (PCA) which will achieve these aims.

It is proposed that the initial rollout of the Academy will commence in September 2019 for 4-6 medical students. A pilot programme will be run in February/March 2019, for two students for a period of 11 weeks. A GP practice in Pembroke Dock will be running the programme for this pilot. The pilot will be formally evaluated and the results and any recommendations for improvement will be considered and implemented prior to roll out the following September.

Looking Ahead

Over the next 12 months we will be continuing to deliver on the aspirations set out in the ARCH Portfolio Delivery Plan and shaping the future of regional working and collaboration across South West Wales.
### 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;

### Skills & Education Programme: Projects & Timelines

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#### SE1 Regional Workforce Planning:
- Planning & Horizon Scanning, Strategy documentation

**Status**
- Not Live

**Comments**
- 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

**Status**
- Not Live

**Comments**
- Scoping work undertaken to identify areas of best practice;
- Projects implemented have been highlighted as Bevan Exemplars.

#### SE3: Integrated Working Roles:
- Integrated roles working across NHS/ LA boundaries

**Status**
- Not Live

**Comments**
- Provides increased support for clinical teams;
- Pilot completed in Bronglais Hospital, ABMU has one apprentice in this role.

#### SE4: Talent Bank:
- Bespoke FE programme aimed at young people 16 years+

**Status**
- Handover

**Comments**
- 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;
- Handed over to Health Boards for implementation;
- 292 apprentices recruited between both Health Boards since start of scheme.

#### SE5: Apprenticeships:
- Development of appropriate clinical and non-clinical apprenticeships

**Status**
- Handover

**Comments**
- 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.

#### SE6: Physician Associates:
- Development of pipeline of Physician Associates trained to support doctors

**Status**
- Handover

**Comments**
- The context and strategic direction of this opportunity is being evaluated by Welsh Government.

#### SE7: Nursing Associates:
- Development of the pipeline of nursing associate roles for South West Wales

**Status**
- Not Live

**Comments**
- Has potential to support the shift to primary care delivery; Scoping new roles; Pharmacy technicians, Psychological Wellbeing Practitioners, Musculoskeletal practitioners.

#### SE8: Wider Professions Dev:
- Development of the pipeline of wider associated roles

**Status**
- Scoping

**Comments**
- Has potential to support the shift to primary care delivery; Scoping new roles; Pharmacy technicians, Psychological Wellbeing Practitioners, Musculoskeletal practitioners.
Skills & Education Programme: Projects & Timelines

### 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.
  - 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.

### 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.
SE17: Increase in Medical School numbers (non-GEM):
Create new pathways to medicine & CPD

SE18: Nurse recruitment & training:
ARCH to work with WEDS to increase regional nurse recruitment

SE19: Med School numbers increase:
Improving supply & retention of doctors in region & access to GEM

SE20: Overseas nurses CPD/ UK Nurse re-registration:
Upskilling of overseas nurses working in private sector as support workers to become UK Registered Nurses

SE21: Recruitment of Clinical Academic Posts in key areas:
Areas include vascular; cardiology; neurology; dermatology; radiology; stroke services; acute surgery; and, ophthalmology

Key
Scoping
Project Live
Not Live
Handover


Status | Comments
--- | ---
Handover | ☑Total Medical School numbers increased by 48% over 2 years; ☑Handed over to University Leads.
Live | Comments to be completed.
Handover | ☑Total Medical School numbers increased by 48% over 2 years; ☑Handed over to University Leads.
Handover | ☑Handed over to University Leads.
Not Live | 

Handover
Handover
Handover
Not Live
### Service Transformation Programme: Tranche 1 Projects & Timelines

<table>
<thead>
<tr>
<th>Service Transformation Programme</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>ST2 Cardiology Services: Developing regional, integrated pathways to improve access to specialist care.</td>
<td>Resource focused on development of Catheter Laboratory paper, pathway work now to be progressed.</td>
<td></td>
</tr>
<tr>
<td>ST3 Regional Ophthalmology Centre: Explore options to establish regional elective centre to serve ABMU &amp; Hywel Dda.</td>
<td>Health Boards progressing under Joint Regional Planning and Delivery Committee.</td>
<td></td>
</tr>
<tr>
<td>ST4 Dermatology Services: Explore regional, integrated pathways to improve access to specialist care.</td>
<td>Health Boards progressing under Joint Regional Planning and Delivery Committee.</td>
<td></td>
</tr>
<tr>
<td>ST5 Neurology Services: Developing regional, integrated pathways to improve access to specialist care.</td>
<td>Hub and Spoke model agreed, identified pathway areas for review, Headache, Epilepsy and Function, for development and full costing of service model.</td>
<td></td>
</tr>
<tr>
<td>ST6 Vascular Services: Developing regional, integrated pathways to improve access to specialist care.</td>
<td>Handed over to Health Boards for Implementation April 2018.</td>
<td></td>
</tr>
</tbody>
</table>

#### Key

- **Handover**
- **Not Live**
- **Live**

#### 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.
Service Transformation Programme: 
Tranche 1 Projects & Timelines

| ST7 Interventional Radiology: Developing regional, integrated pathways to improve access to specialist care. |
|---|---|---|---|---|---|---|---|---|
| Live | Live | Live | Live | Live | Not Live |
| Comments |
| Outline Service Model agreed, financial framework developed, for costing of full service model. |

| ST7: Regional Pathology: Regional state-of-the-art facility for service, research, teaching. |
|---|---|---|---|---|---|---|---|
| Live | Live | Live | Live | Live | Not Live |
| Comments |
| Draft Discussion SOC completed, for submission to Welsh Government. |

| ST8 Regional Stroke Model: Developing regional, integrated model to stroke centre. |
|---|---|---|---|---|---|---|---|
| Live | Live | Live | Live | Live | Not Live |
| Comments |
| 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 | Live | Live | Live | Live | Not Live |
| Comments |
| 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 | Not Live | Not Live | Not Live | Not Live | Not Live |
| Comments |
| 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 | Not Live | Not Live | Not Live | Not Live | Not Live |
| Comments |
| 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 | Not Live | Not Live | Not Live | Not Live | Not Live |
| Comments |
| Master site plan signed off April 2017. Ambulatory Care Unit model, including activity flows and high level workforce requirements agreed by Project Group. |
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.

### Wellbeing Programme:

#### Tranche 1 Projects & Timelines

<table>
<thead>
<tr>
<th>W1: Understanding: Case for Change</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case for Change: Develop the ARCH Case for Change through a systematic regional health and wellbeing assessment.</td>
<td>Handover</td>
<td>□Wellbeing Compendium finalised.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>W2: Understanding: Evaluation capability</th>
<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Aligned work with the Prudent Healthcare Intelligence Unit to provide longitudinal linked data platform using SAIL data.</td>
<td>Scoping</td>
<td>□Meetings with Public Health Directors are ongoing to scope the work on Regional Data.</td>
</tr>
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<thead>
<tr>
<th>W3: Rebalancing: Llanelli Wellness &amp; Life Science Village</th>
<th>Status</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>Includes a Wellness Hub, Sports Academy, Wellness Hotel, Neuro Rehab Village, Outdoor Wellbeing, research capability.</td>
<td>Live</td>
<td>□Draft Business Case was submitted to Welsh Government under the City Deal in January 2018.</td>
</tr>
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<thead>
<tr>
<th>W4: Rebalancing: Neath Health &amp; Wellbeing Scheme:</th>
<th>Status</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Will co-locate primary &amp; community care services with wellbeing, third sector, out-of-hospital &amp; social care with business space &amp; education.</td>
<td>Not Live</td>
<td></td>
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<thead>
<tr>
<th>W5: Rebalancing: Swansea City H&amp;W Scheme:</th>
<th>Status</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>State-of-the-art facility which integrates healthcare, wellbeing, research with training facilities.</td>
<td>Live</td>
<td>□Project Board established.</td>
</tr>
</tbody>
</table>
### Wellbeing Programme: Tranche 1 Projects & Timelines

**W6: Rebalancing:**
Bridgend H&W Scheme:
Multi-agency partnership will co-locate primary & community care with rehab & therapy services, ILS satellite.

**W7: Rebalancing:**
Hywel Dda H&W Schemes:
Exploring further developments in the Hywel Dda region.

**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.

<table>
<thead>
<tr>
<th>Key</th>
<th>Scoping</th>
<th>Project Live</th>
<th>Not Live</th>
<th>Handover</th>
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</table>

#### Status

- **Live**
  - Outline Business Case in development for submission to Welsh Government;
  - Site Master Planning continues to progress as scheduled.

- **Scoping**
  - Currently setting out scope options, schedules of accommodation and high level costings for consideration by Welsh Government prior to OBC development.

- **Not Live**
  - Completed early appraisal of SIB;
  - National interest in this area is high;
  - Wellbeing Bond Manifesto Commitment.

<table>
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<th>Tranche 1 Projects &amp; Timelines</th>
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<tr>
<td>Scoping</td>
<td>Live</td>
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<td>Not Live</td>
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<tr>
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<tbody>
<tr>
<td>Live</td>
<td>Outline Business Case in development for submission to Welsh Government; Site Master Planning continues to progress as scheduled.</td>
</tr>
<tr>
<td>Scoping</td>
<td>Currently setting out scope options, schedules of accommodation and high level costings for consideration by Welsh Government prior to OBC development.</td>
</tr>
<tr>
<td>Not Live</td>
<td>Completed early appraisal of SIB; National interest in this area is high; Wellbeing Bond Manifesto Commitment.</td>
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</tbody>
</table>
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.

### Research, Enterprise & Innovation Programme: Projects & Timelines

#### REI 1: ILS MediPark Network:
MediPark will provide a broad range of skills, training and employment opportunities.

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<thead>
<tr>
<th>Q1</th>
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<th>Q3</th>
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<th>Q1</th>
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<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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</thead>
</table>

- Campuses approved in principle, business planning FBC. First phase will see initial development 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.

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</table>

- 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.

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<th>Q1</th>
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<th>Q4</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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</thead>
</table>

- 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.

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<tr>
<th>Q1</th>
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<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
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<th>Q4</th>
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</table>

- £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.
REI 5: AgorIP:
Will open up a pipeline of untapped research & turn innovation ideas into products and services

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

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

REI 8: Talent Bank (R,E&I):
Create a regional supply of indigenous high-calibre and skilled STEM talent

REI 9: H&Wbeing Academy (R,E&I):
Facilities to support high-quality research, innovation, development and education
ARCH (A Regional Collaboration for Health) is made up of Abertawe Bro Morgannwg University Health Board, Hywel Dda University Health Board and Swansea University