

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	21 December 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	A Healthier Mid and West Wales Programme Business Case (PBC) Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Williams, Assistant Director of Strategic Planning and Developments

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

This report provides an update on the report provided to the Strategic Development and Operational Delivery Committee on the 26 October 2023 regarding the development of the Strategic Outline Case (SOC) and the work underway in support of the A Healthier Mid and West Wales (AHMWW) Programme.

Cefndir / Background

As previously reported, following a response from Welsh Government (WG) in September 2022 on the next steps regarding the Health Board's Programme Business Case (PBC) for a Healthier Mid and West Wales, work has been progressing on the following:

- Clinical Strategy Review - to align with the governance of other major schemes across NHS Wales, Welsh Government commissioned an independent review by the Nuffield Trust of the Hywel Dda University Health Board (HDdUHB) clinical model. Nuffield Trust representatives conducted their research, including interviews with Health Board representatives, through August 2023 in order to prepare their report to Welsh Government.
- The Health Board presented to the Welsh Government Infrastructure Investment Board (IIB) on 21 September 2023 to consider programme timing, the implications of programme delay, and the infrastructure options considered by the Health Board. The Health Board team was led by the Chair and Chief Executive and detailed presentation delivered by the Director of Strategy and Planning.
- Programme Business Case - this was submitted to WG in February 2022. Ministerial endorsement is subject to satisfactory completion of the Nuffield Trust Clinical Model Review and outcome of discussions at the Infrastructure Investment Board on 21 September 2023.
- Strategic Outline Case - to ensure a consistent approach for all major capital schemes across Wales, WG has requested that a SOC be prepared. WG has agreed that a single SOC will be acceptable to cover the new Urgent and Planned Care hospital build, Glangwili Hospital and Withybush Hospital. It was agreed with WG that this work could be progressed in advance of endorsement of the Programme Business Case.

- Land identification for the new Urgent and Planned Care hospital - at the extraordinary Public Board meeting on 14 September 2023, Board members decided, based on the evidence presented and discussion in the meeting, to reduce the shortlist of sites for the new Urgent and Planned Care hospital from three sites to two sites. The Board decided to progress with:
 - Whitland (Tŷ Newydd)
 - St Clears
- The Welsh Government Assurance Hub manage the gateway assurance process, with the last Programme Assessment Review being completed in September 2021. The scope for the review associated with development of the Strategic Outline Case (SOC) was agreed and the review conducted in October 2023.

Asesiad / Assessment

Clinical Strategy Review

As previously reported, the Nuffield Trust were commissioned by Welsh Government to undertake the review of the Health Board clinical model. On the 31 October 2023 HDdUHB received the draft report and points of further clarification from Welsh Government. The report is generally supportive of the model, includes implications for clinical modelling for the Outline Business Case (OBC) and recommendations that will need to be further assessed. The report is subject to ratification by WG, further clarification is being sought on the timeline to the final report and how the supplementary questions will be treated in the final report.

Infrastructure Investment Board (IIB) 21 September 2023

On 31 October 2023 a letter was received from the Deputy Chief Executive NHS Wales following the IIB meeting which contains implications for the Strategic Outline Case (SOC). The Health Board will need to work with NHS Shared Services Partnership (NHS SSP) to identify options and develop the appraisal through the SOC and outline all options that would allow HDdUHB to start to implement the strategy and realise the benefits. The SOC will also need to provide a clear risk assessment of the ability to deliver the required workforce plan.

The letter also recognised the:

- Capital affordability challenge.
- Recognition of the risks of the current estate infrastructure.
- Some concerns around travel times and the need to compare with other options.
- Acknowledgement of the funding requests relating to Community schemes.

HDdUHB submitted a response dated 14 November 2023 to the letter from the Deputy Chief Executive NHS Wales. As part of this response, assurance was given to WG that the Health Board are very conscious of the affordability challenge and will work constructively with NHS Shared Services Partnership on the identification of further applicable infrastructure options for the delivery of the strategy.

Clarification has been sought regarding the likelihood of PBC endorsement following finalisation of the Nuffield Trust review.

The content and implications of the letter have also been discussed at the A Healthier Mid and West Wales Programme Group on 23 November, 2023

Producing the Strategic Outline Case (SOC)

The SOC production is nearing completion based on the scope previously agreed with WG. The SOC can only be finalised when implications for further work are understood following feedback on the final Nuffield Trust report and the additional work on options outlined following

the IIB discussion. The SDODC are asked to note that until this is understood, the timeline and resource requirements for SOC completion cannot be estimated.

It should be noted that the process remains that once the PBC receives Ministerial endorsement, the SOC will be completed, presented to Public Board for approval and onward submission to WG.

Organisational Risks

The Principal Risk 1196 (Insufficient investment in facilities/equipment/digital infrastructure) includes reference to the 'A Healthier Mid and West Wales Strategy'. The fact that the PBC has not yet been formally endorsed, the clinical model review by the Nuffield Trust has not yet been a subject of a final report, and additional work required in relation to the Strategic Outline Case (SOC) has an implication for the delivery timescale for the 'A Healthier Mid and West Wales Strategy'. The timeline implications are currently uncertain; therefore, this Principal Risk will need to be reviewed and updated in light of the current position.

Programme Gateway Review

A scope for a Programme Assessment Review was agreed with the Welsh Government Assurance Hub. The review team completed their report in October 2023 and concluded with an amber rating for the programme. The report included a series of recommendations which will now be managed through the Programme Group.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is requested to:

- **NOTE** the status of the current programme of work in relation to the Programme Business Case and Strategic Outline Case.
- **NOTE** the receipt of correspondence from the Deputy Chief Executive NHS Wales and the work underway to clarify the likely resource and timeline implications for key programme activities.
- **NOTE** the receipt of the draft Nuffield Trust Review of the Health Board's Clinical Model and that clarification has been sought in relation to the finalisation of this report.
- **NOTE** the completion of the Programme Assessment Review (PAR) and the Amber status achieved.
- **NOTE** that there may be implications for the Principal Risk 1196, which will be subject to further review.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	Not Applicable
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Risk 1196 - Insufficient investment in facilities/equipment/digital infrastructure (risk score 16)
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	3. Effective 4. Efficient
Galluogwyr Ansawdd: Enablers of Quality:	6. All Apply

Quality and Engagement Act (sharepoint.com)	
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Contained in the body of the report
Rhestr Termiau: Glossary of Terms:	Contained in the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	Not Applicable

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The PBC sets out both the revenue and capital funding assumptions for the programme including a detailed Financial Case section in the PBC
Ansawdd / Gofal Claf: Quality / Patient Care:	Implicit within the PBC. This is an integral part of the PBC case for change
Gweithlu: Workforce:	Implicit within the PBC. This is an integral part of the PBC case for change and is the subject of Workforce Appendix in support of the PBC.
Risg: Risk:	Risk 1196 Insufficient investment in facilities/equipment/digital infrastructure
Cyfreithiol: Legal:	Implicit within the PBC
Enw Da: Reputational:	Implicit within the PBC

Gyfrinachedd: Privacy:	Implicit within the PBC
Cydraddoldeb: Equality:	There is an Equality & Health Impact Assessment which will remain 'live' through the duration of the programme.