



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

| | |
|--|--|
| DYDDIAD Y CYFARFOD: DATE OF MEETING: | 29 February 2024 |
| TEITL YR ADRODDIAD: TITLE OF REPORT: | Quarterly Annual Plan Monitoring Returns and Planning Objective Update (Q3). |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Lee Davies, Director of Strategy and Planning |
| SWYDDOG ADRODD: REPORTING OFFICER: | Daniel Warm, Head of Planning Shaun Ayres, Deputy Director of Operational Planning and Commissioning Angharad Lloyd-Probert, Senior Planning Manager |

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The Health Board agreed an annual plan in March 2023 for the financial year 2023-24. The plan set out the organisation's key priorities and deliverables for the year through 23 Planning Objectives (POs).

Progress against this plan is reported through Board and the Board Committees, with Committees designated responsibility for overseeing specific POs.

Cefndir / Background

The planning objectives, integral to our Annual Plan, describe both our long-term aspirations and the specific, quantifiable actions for 2023-24.

In response to the deteriorating financial conditions and mounting operational strains, the 23 Planning Objectives for 2023/24 were reviewed and taken to the September 2023 Public Board along with the approach being taken to improve the financial forecast. The specific actions for each Planning Objective were then reviewed and presented at the November Public Board.

Asesiad / Assessment

In response to the organisation's financial position an Executive led Core Delivery Group (CDG) has been established to drive in-year delivery of an improved financial forecast. To support the organisation with this a dedicated Recovery Team has been constituted. This team draws from multiple directorates across the Health Board, to provide a multidisciplinary approach to the challenges at hand.

Given the gravity of the financial forecast, and the need to prioritise activities that will deliver in-year improvements in the financial forecast, an Executive review of Planning Objectives

was undertaken. This led to POs, and actions within POs, being designated as for continuation, amendment, or deferral beyond 2023/24.

It should be noted that all Planning Objectives (POs) contribute to the long-term sustainability of the Health Board and broader delivery of the strategy, A Healthier Mid and West Wales. For instance, POs focused on recruitment and career progression directly contribute to reducing agency costs and reducing the fragility of services. The executive discussions therefore sought to balance the in-year requirements with the medium-term. The outcome of this work has been presented to the Board at its September 2023 Public meeting (paper may be accessed here: [Board paper](#)) and the amended key deliverables for each Planning Objective taken to the November 2023 Public Board.

The table below provides an overview of the progress of the Planning Objectives aligned to SDODC:

| Planning Objective | Executive Lead | Current Status |
|---|--|---|
| 3a Transforming Urgent and Emergency Care (TUEC) Programme | Director of Operations | Behind |
| 4a Planned Care and Cancer Recovery | | Behind |
| 4b Develop and deliver a regional diagnostic plan | | TBC |
| 4c Mental Health Recovery Plan | | On-track |
| 5a Estates Strategy | Director of Strategy and Planning | Behind |
| 6a Clinical Services Plan | | On-track |
| 7a Public Health | Director of Public Health | On-track |
| 7b Integrated Localities, Accelerated Cluster Development and Primary Care sustainability | Director of Primary Care, Community and Long-Term Care | Not Applicable (work incorporated into the ongoing Primary Care strategy development) |
| 7c Social Model for Health and Wellbeing | Medical Director / Director of Public Health | On-track |

Deep dives are part of the agenda for the February 2024 Committee meeting on: 3a Urgent and Emergency Care; 4b Regional Diagnostics Plan; 4c Mental Health; and 7a Population Health, and as such have separate papers. In addition progress against 4a Planned Care and Cancer is presented through the Integrated Performance Assurance Report. Highlight reports for those Planning Objectives not subject to a deep-dive in this Committee meeting are included as an annex document.

With respect to Planning Objective 7b, this Planning Objective will be replaced by the work to be undertaken on the development of a Primary and Community Services Strategy as part of the wider Clinical Services Plan and described to September 2023 Public Board (paper may be accessed here: [Board Paper](#)).

The Planning Objectives for 2024/25 have been agreed at Public Board in January, and work will be undertaken to align these the Committees of the Board for on-going assurance. For noting these are:

- PO 1: Workforce stabilisation
- PO 2: Financial recovery and roadmap
- PO 3: Transforming urgent and emergency care
- PO 4: Planned care (incl. cancer, diagnostics and therapies performance)
- PO 5: Mental health and CAHMS
- PO 6: Clinical services plan

- PO 7: Primary care and community strategic plan
- PO 8: A Healthier Mid and West Wales infrastructure
- PO 9: Digital strategic plan
- PO 10: Population Health (including the social model for health and wellbeing)

These will be further refined over the coming weeks, to include the specific intentions and key deliverables for each PO, and will be include in the Plan for 2024/25.

Argymhelliad / Recommendation

The Committee is asked to **RECEIVE ASSURANCE** on the current progress with Planning Objectives.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

| | |
|---|--|
| Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor: | 2.1 To receive an assurance on delivery against all Planning Objectives aligned to the Committee. |
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score: | Not applicable |
| Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com) | 7. All apply |
| Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com) | 6. All Apply |
| Amcanion Strategol y BIP: UHB Strategic Objectives: | 4. The best health and wellbeing for our individuals, families and communities 5. Safe sustainable, accessible and kind care |
| Amcanion Cynllunio Planning Objectives | 3a Transforming Urgent and Emergency Care programme 4a Planned Care and Cancer Recovery 5a Estates Strategies 6a Clinical services plan |
| 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: | 3 Year Plan and Annual Plan Decisions made by the Board since 2017-18 Recent <i>Discover</i> report, published in July 2020 Gold Command requirements for COVID-19 Input from the Executive Team |
|--|--|

| | |
|--|--|
| | Report presented to Public Board in September 2020 |
| Rhestr Termiau: Glossary of Terms: | Explanation of terms is included within 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: | Public Board - September 2020 Executive Team |

| Effaith: (rhaid cwblhau) Impact: (must be completed) | |
|---|---|
| Ariannol / Gwerth am Arian: Financial / Service: | Any financial impacts and considerations are identified in the report |
| Ansawdd / Gofal Claf: Quality / Patient Care: | Any issues are identified in the report |
| Gweithlu: Workforce: | Any issues are identified in the report |
| Risg: Risk: | Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed. |
| Cyfreithiol: Legal: | Any issues are identified in the report |
| Enw Da: Reputational: | Any issues are identified in the report |
| Gyfrinachedd: Privacy: | Not applicable |
| Cydraddoldeb: Equality: | Not applicable |

Planning Objective: P05a Estates Strategy

Executive Lead: Lee Davies

Reporting Period: Quarter 3 – October, November, December, 2023

Overall status: Complete / Ahead / On-track / **Behind**

We are behind on the timeline for the completion and submission of a Board approved AHMWW SOC by September 2023. Please see below for the delay details relating to the WG commissioned clinical model review and the WG Infrastructure Investment Board (IIB).

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):

1. Completion of the WG commissioned Clinical Model Review by August 2023 - As at quarter 2 report, draft report received and broadly supportive of Hywel Dda University Health Board’s (HDdUHB) clinical model. Formal feedback from Welsh Government (WG) awaited.
2. Completion and submission of Board approved Strategic Outline Case (SOC) by September 2023 – The final version of the SOC will need to reflect the output from the finalised Clinical Model Review and the results of the September 2023 IIB discussions. Correspondence has been received from the Deputy Chief Executive – NHS Wales (October and December 2023). A workshop is to be held with WG to agree the range of strategic options for SOC appraisal which will help determine cost and timeline consequences for the programme. WG formal endorsement of the Programme Business Case (PBC) also remains outstanding and will in part, at least, be dependent upon HDdUHB responding to the IIB on the actions taken as a consequence of the Nuffield Trust Review.
3. Land consultation for new Urgent and Planned Care Hospital reported to Public Board by September 2023 – Report presented to 14 September 2023 Board resulting in shortlist of two sites.
4. Submission of regional 10-year capital plan to WG by August 2023 - Complete

Activities completed in previous reporting period

Activities as noted above, in addition:

1. HDdUHB attended the WG Infrastructure Advisory Board (IIB) on the 21 September 2023 to consider programme timing, the implications of programme delay and the infrastructure options considered by the Health Board. Correspondence with the Deputy Chief Executive – NHS Wales has followed.

Activities planned for next milestone and reporting period

1. Clinical Review - formal feedback from WG to be received.
2. Feedback to WG on the actions taken by HDdUHB in relation to the Nuffield Trust review.
3. A workshop to take place with WG officers to discuss and recommend the further options to be explored in the SOC.
4. Successful conclusion of above will allow HDdUHB to cost and procure the team to support the completion of the SOC for new hospital, Glangwili Hospital (GGH) and Withybush Hospital (WGH) and to formally consider its approval and submission to WG for their review and subsequent approval. Timing is dependent on any further work emerging from IIB and the timing of the PBC endorsement by WG which must precede consideration of the SOC by the Board.

Any other Comments

Matters for information: All other matters reported via SDODC SBAR updates.

Risks to delivery: The programme is in delay. There is a risk that the programme might be further delayed or stopped. This is because of the risk of insufficient capital (or potentially revenue for innovative finance solutions) to support the development and implementation of the programme infrastructure requirements. The impact would be the highly significant risk to current service provision, location of services, equity of access and the need for unplanned service changes in response to potentially unsustainable service scenarios.

Any other comments: N/A

Planning Objective: 6a Clinical Services Plan

Executive Lead: Lee Davies

Reporting Period: January 2024

Overall status: On track as per revised timeline (note: revised issues paper date)

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):

March 2023 – Clinical Services Plan approved by Board in June 2023 – Establishment of programme governance structure

January 2024 – SBAR to Board giving assurance on progress. Issues Paper for decision at Board in March 2024.

February 2024 – Issues Paper Draft (previously December 2023) variance is due to risk to delivery below (highlighted initially at SDODC in September 2023, raised at Board on 28 September 2023)

| Activities completed (Stroke, Planned Care, Diagnostics, Primary Care) in previous reporting period | Activities planned (Stroke, Planned Care, Diagnostics and Primary Care) for next milestone and reporting period |
|---|--|
| <ul style="list-style-type: none"> Please see previous Planning Objective 6a Highlight Reports for activities completed in previous reporting periods. Review and documentation of all risks reported at Board. Review and documentation of all local and regional work (where applicable) - A Regional Collaboration for Health (ARCH) and Getting It Right First Time (GIRFT) reports. Review and documentation of all National work (where applicable) - National Clinical Strategies, Wales Audit Office Reviews. Review and documentation of Clinical effectiveness - NICE Guidance and other national guidance Final production of activity appendices including outsourced data where relevant. Final production of Incidents and Complaints appendices. Confirmation of the compliments data and in what format this should be used within the issues paper. Primary Care (PC) Review wider workforce data, including Health Education and Improvement Wales feedback report for inclusion in the issues paper. PC Sense check alternative sources of complaints incident data for inclusion in the issues paper. PC Review the community model in relation the Public Health Wales and Social Model for Health and Wellbeing position. PC Review documentation for Clinical effectiveness, including NICE Clinical Governance Practice Self-Assessment Tool (CGPSAT) and Quality Statements (QS). PC Review community model in relation to the AHMWW capital planning requirements. | <ul style="list-style-type: none"> EQIAs continue to be developed by Task and Finish Group (T&FG) Final production of workforce appendices and queries resolved Final production of Claims Data Final production of how finance key cost drivers will be presented. Opinion Research Services targeted engagement reports. Complete First Draft issues paper signed off by T&FG and Project groups. Phase 2 is currently being developed which will include establishing interdependencies and defining hurdle criteria for options development process following tCI advice and learning form the Paediatric approach Preparations for Multi Professional Leads Forum workshop in defining operational interdependencies Test and check issues paper with Clinical Reference Group. Prepare documents for Board Seminar in February 2024. Communications and Engagement support to completion of the Issues paper for Board decision in March 2024. Completion of Phase 1 of the Clinical Services Plan Programme – Issues Paper. PC PID to be developed following on from agreement on 'community' scope. PC Phase 2 to be designed and developed. |

| | |
|---|--|
| Planning Objective: PO 7C Social Model for Health and Wellbeing (SMfHW) | Executive Lead: Phil Kloer / Ardiana Gjini |
|---|--|

Reporting Period: October 2023 to December 2023

Overall status: On-track

| | |
|--|--|
| Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances): | |
| <ul style="list-style-type: none">Recorded lessons learned about place-based community activity - in alignment with wording of former Planning Objective 4U (PO 4U).Facilitated multi-agency county-level “Creating change together in...” meetings.Produced draft report about / proposals for Employer Supported Volunteer (ESV) scheme. | |
| Activities completed in previous reporting period | Activities planned for next milestone and reporting period |
| <ul style="list-style-type: none">Supported Aberystwyth University to develop article about Social Model for Health and Wellbeing (SMfHW - accepted for publication in European Journal of Public Health.Organised roundtable event with University of Wales Trinity St Davids about possible collaborative approach to Social Innovation (event took place on 15 January 2024).Finalised arrangements to support the delivery of Moondance Cancer Initiative (MCI) in Ysgol Pen Rhos, Tyisha, Llanelli.Developed and administered evaluation questionnaire to participants of 2018 Asset Based Community Development (ABCD) training.Continued to support development of creative engagement arts-based project in Pembrokeshire. | <ul style="list-style-type: none">Refresh SMfHW Steering Group - membership / Terms of Reference.Map existing groups / initiatives / projects aligned with SMfHW approach.Refine draft plan for Employer Supported Volunteer (ESV) scheme.Produce draft Framework for Action for SMfHW programme.Explore possible adoption of Grand Avenues community-probation model (Cardiff) in Tyisha, Llanelli. |

Any other Comments

Matters for information:

It is acknowledged that there is already considerable work and activity aligned with a SMfHW, eg Health Coaches, Social Prescribing and Lifestyle Medicine.

Risks to delivery:

- Programme and project management support for the SMfHW programme is limited because of the financial and operational challenges that the Health Board is facing - staff previously supporting the programme / projects have been assigned to different areas of work.
- It can be difficult to evaluate and demonstrate the impact of, for example, social innovation or community activity, likewise capturing short term impacts for long-term strategic work.
- Shifting the demand curve is difficult; it is likely to be even more difficult as demand itself is increasing.