



GRŴP CYFEIRIO RHANDDEILIAID STAKEHOLDER REFERENCE GROUP

DYDDIAD Y CYFARFOD: DATE OF MEETING:	05 May 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	2023/24 Annual Plan
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

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

Health Boards in Wales are required to produce a Board-approved Integrated Medium-Term Plan (IMTP) and submit to the Welsh Government for approval. A statutory requirement is that the IMTP must be financially balanced over the three-year period. Hywel Dda University Health Board (HDdUHB) was unable to do that for 2022-23, which led to the Health Board being escalated by the Welsh Government to Targeted Intervention for Planning and Finance.

Whilst the ambition and aspiration for HDdUHB remains to submit an approvable IMTP, the challenges over the last 12 months are such that, despite our best endeavours, we are again not in a position to produce a balanced financial plan at this stage for 2023-24. This was formally noted to Welsh Government (WG) in an accountability letter from the Chief Executive in February 2023.

In lieu of an IMTP, HDdUHB has developed a one-year Annual Plan for 2023/24 which includes a one-year financial plan and key deliverables for the next 12 months.

This paper is to provide the Strategic Development and Operational Delivery Committee (SDODC) with an update on the Plan, which was submitted to WG on 31 March 2023 following approval by Public Board on 30 March 2023.

Cefndir / Background

The submission of a three-year IMTP to Welsh Government (WG) is a statutory obligation. For an IMTP to be approvable, it must show financial balance over the lifecycle of the Plan and, as such, HDdUHB has not had an approvable Plan to date.

Given the current financial position of HDdUHB, alongside the fact that the organisation is currently in Targeted Intervention for finance and planning, we have not been in a position to submit a financially balanced plan over the three years of the current IMTP cycle and as such

an annual plan within a three-year context was submitted instead to WG at the end of March 2023.

This inability to submit an IMTP required the organisation to submit an accountable officer letter to WG to confirm this by 28 February 2023, which it subsequently did.

Asesiad / Assessment

The Annual Plan for 2023/24 considered by Board can be found at: [Annual Plan 2023/24](#).

Our general approach and key considerations in the development of the Plan were presented to the Board in January 2023 and Board Seminars in February and March 2023. The key principles have been:

- The Health Board will be submitting an **Annual Plan**
- The core philosophy of the plan is one of stabilisation and laying the foundations for a medium-term recovery plan, aligned to our strategy
- The majority of plans are based upon **existing resources** (workforce and funding) with the nursing workforce stabilisation programme the main exception to this
- The plan and organisational priorities are focused on delivery of the ministerial priorities
- The plan is a continuation of the organisation's journey to date, consistent with the strategy and building on the strategic objectives, planning objectives, BAF etc methodology
- It is, however, more focused, so fewer planning objectives, and more ambitious

The Plan is structured around the Ministerial priorities and our Health Board Planning Objectives (annex 1). All Planning Objectives, as in previous years, will be aligned to Committees of the Board, and as such they will be provided with updates on progress at alternate Committee meetings, before forming part of our Board Assurance Framework (BAF) reports presented quarterly to Board. The alignment of the Planning Objectives to the respective Committees can also be found in annex 1.

Although Planning Objectives are aligned to a number of Committees of the Board, SDODC, in line with its terms of reference, remains the Committee of the Board with the delegated responsibility for the on-going monitoring of the overall Plan.

Argymhelliad / Recommendation

The Stakeholder Reference Group is asked to NOTE for information, the Annual Plan for 2023/24 and revised Planning Objectives.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1.1: Early engagement and involvement in the determination of the UHB's overall strategic direction; 2.1.1 2.1.2: Advice to the UHB on specific service improvement proposals prior to formal consultation; as well as 2.1.3: Feedback to the UHB on the impact of the
--	--

	UHB's operations on the communities it serves. 2.1.4: The SRG has responsibilities under the Equalities Act 2010.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply
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 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termau: Glossary of Terms:	Not Applicable
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y grŵp cyfeirio rhanddeiliaid: Parties / Committees consulted prior to Stakeholder Reference Group:	HDdUHB Board Strategic Development and Operational Delivery Committee

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	This is a key component in the delivery of the Integrated plan for the period 2023/24
Ansawdd / Gofal Claf: Quality / Patient Care:	This is a key component in the delivery of the Integrated plan for the period 2023/24
Gweithlu: Workforce:	This is a key component in the delivery of the Integrated plan for the period 2023/24

Risg: Risk:	Risks will be assessed as part of the ongoing process of both the development of the 2023/24 Plan and its subsequent monitoring
Cyfreithiol: Legal:	As above
Enw Da: Reputational:	Hywel Dda University Health Board needs to meet the targets set in order to maintain a good reputation with Welsh Government, together with our stakeholders, including our staff
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Consideration of Equality legislation and impact is a fundamental part of the planning of service delivery changes and improvements.

Annex 1: 2023/24 Planning Objectives and their alignment to Committees of the Board

Domain	Goals	Planning Objectives	Committee Alignment
Our People <i>We have the people we need to achieve our purpose and strategy</i>	Goal 1: Grow and Train our Workforce <i>We have the right people we need, with the right skills and knowledge</i>	1a - Recruitment plan	People, Organisational Development & Culture Committee (PDODC)
		1b - Career progression	
	Goal 2: Support and Retain our Workforce <i>Our people feel motivated and supported</i>	2a - Staff health and wellbeing	
		2b - Employer of choice	
		2c - Workforce and OD strategy	
Our Patients <i>Our patients receive the highest quality care</i>	Goal 3: Safe and high quality care <i>Our services are safe and deliver good outcomes</i>	3a – Transforming Urgent and Emergency Care programme	Strategic Development and Operational Delivery Committee (SDODC)
		3b – Healthcare Acquired Infection Delivery Plan	Quality, Safety and Experience Committee (QSEC)
	Goal 4: Accessible and kind care <i>Patients have timely access to services and positive experiences</i>	4a - Planned Care and Cancer Recovery	SDODC
		4b – Regional Diagnostics Plan	SDODC
		4c – Mental Health Recovery Plan	SDODC
Our Future <i>Building a better health care system for future generations</i>	Goal 5: World class infrastructure <i>We are building the infrastructure needed to provide high quality care</i>	5a – Estates Strategies	SDODC
		5b - Research and innovation	PDODC
		5c – Digital Strategy	Sustainable Resources Committee (SRC)
	Goal 6: Sustainable services <i>Designing and implementing more sustainable services</i>	6a - Clinical services plan	SDODC
		6b - Pathways and Value Based Healthcare	SRC
		6c - Continuous engagement	SDODC
Our Communities <i>Our population is healthy and we have a positive impact on the determinants of health</i>	Goal 7: Healthier communities <i>Our communities support good health</i>	7a – Population Health	SDODC
		7b – Integrated Localities	SDODC
		7c - Social model	SDODC
	Goal 8: Positive impact beyond health <i>As an organisation we have a positive impact beyond health</i>	8a – Decarbonisation & Sustainability	SRC
		8b – Local Economic and Social Impact	SRC
		8c – Financial Roadmap	SRC
		8d – Welsh Language and Culture	PDODC
Ministerial priorities		Local priorities	

Angharad Lloyd-Probert, Senior Planning Manager

Presentation to Stake Holder Reference Group

5 May 2023



What I aim to cover

- The development of the Annual Plan / Three year / Integrated Medium Term Plan for 2023/26
- Planning Framework
- Ministerial and Health Board Priorities
- New Planning Objectives

Development of the Annual Plan 23-24

Reflections on last year 22-23

- A lot of management time spent developing SBARs and investment proposals which could not be supported / delivered (financial and workforce constraints)
- Minimal savings identified / delivered
- Not all plans were shared / agreed across services
- Operational teams expressed a lack of clarity on decision-making process
- WG feedback – more clarity required on impact / benefits of PO's and Plans

Setting the Scene 23-24

This year's plan:

- Plan this year 'unacceptable' to WG
- Never had an approvable IMTP
- Feedback from WG wanting more detail on the impact / outcomes from PO actions
- Escalated to Targeted Intervention for 'Planning and Finance'

Submission:

- NHS organisations will need to submit plans by the 31 March 2023
- WG will take a template approach in key areas . The areas most likely covered by this are: Population Health, Planned Care, UEC, Mental Health, Primary Care
- Supported by NHS Planning Framework 23-26

Plan needs to reflect:

- Accountability conditions
- Triangulation of plans, finance and workforce
- Ministerial Priorities
- Progress to our longer-term planning and strategy e.g. *A Healthier Mid and West Wales*

Development of Annual Plan 23-24

Key elements of the plan:

- Urgent and Emergency Care
- Delayed Transfers of Care
- Planned Care
- Mental Health & LD
- Cancer Recovery
- Primary & Community
- Workforce
- Finance

Each section of the plan to set out:

- Actions
- Quarterly milestones
- Activity and capacity plans
- Outcomes (quantification of quality and performance impact)
- Trajectories
- Financial implications
- Workforce implications
- Dependencies
- Risks

Overarching all of this is TI

Planning Framework 23-24

The NHS Planning Framework provides Ministerial Statutory Direction to the Service to produce Financially Balanced Strategic Plans

- Statutory IMTP process remains (– We are in TI)
- Volatile planning context and challenging financial outlook
- A more concise Planning Framework
- Introduction of Templates for key priority areas
- Streamlined Minimum Data Set (MDS) (Tabs include Workforce , Finance , Activity Primary Care Cancer MH,TTP, Vaccination)
- Focus on recovery, reducing inequalities and improving outcomes
- Triangulation of Service, Finance and Workforce
- Plan to be considered by Board and submitted by 31 March 2023

Ministerial Priorities

Delayed Transfers of Care

Regular monthly reporting of 'Pathways of Care' (DIOC) to be introduced for 2023-24 and reduction in backlog of delayed transfers through early joint discharge planning and coordination

Primary Care Access to Services

- Improved access to GP and Community Services
- Increased access to dental services
- Improved use of community pharmacy
- Improved use of optometry services

Urgent & Emergency Care

Implementation of a 24/7 urgent care service, accessible via NHS 111 Wales to support improved access and GMS sustainability

- Implementation of Same Day Emergency Care services that complies with the following:
- Is open 5 days a week moving to 7 days a week 12 hours a day by end of Q2
 - Is accessible at key times evidenced by the emergency care demand profile in of each hospital site
 - Is direct access and bypasses Emergency depts
 - Delivers a service for at least medical and surgical same day care
 - Is accessible to by WAST clinicians as set out in their clinician referral policy to support reduction in handover as set out in the six goals handbook.
 - Demonstrate utilisation of allocated resources by WG and measures impact as set out by the national programme

Health boards must honour commitments that have been made to reduce handover waits

Planned Care Recovery, Diagnostics & Pathways of Care

52 weeks Outpatient Assessment and 104 weeks treatment recovery milestones to be achieved by 30 June 2023 and maintained throughout 2023/24 moving to 36 weeks RTT standards by March 2024

Address the capacity gaps within specific specialities to prevent further growth in waiting list volumes and set foundation for delivery of targets by March 2025

(This must include transforming outpatients follow up care, reducing follow up by 25% against 2019/20 levels by October 2023 and repurposing that capacity)

Implement regional diagnostic hubs, to reduce secondary care waiting times and meet waiting time ambition in spring 2024

Implement pathway redesign – adopting 'straight to test model' and onward referral as necessary

Cancer Recovery

Reduction in backlog of patients waiting over 62 days to enable delivery of 75% of patients starting their first definitive cancer treatment 62 days from point of suspicion

Implement the agreed national cancer pathways within the national target demonstrating annual improvement toward achieving target by March 2026

Mental Health & CAMHS

Recover waiting time performance to performance framework standards for all age LPMHSS assessment and intervention and Specialist CAMHS

Implement 111 press 2 on a 24/7 basis for urgent mental health issue 6

Ministerial Templates

	Priority area(s)
Key focus should be on delivering	<i>Replicate each specific priority area featured above.</i>
Baseline	<i>Describe the baseline as of April 2023 from which you will be working</i>
Quarter 1:	
- Milestones	
- Actions	
Quarter 2:	
- Milestones	
- Actions	
Quarter 3:	
- Milestones	
- Actions	
Quarter 4:	
- Milestones	
- Actions	
Risks	
Outcomes	
Alignment with workforce plans	
Alignment with Financial plans	
OPTIONAL	
Digital / Technology Opportunities	

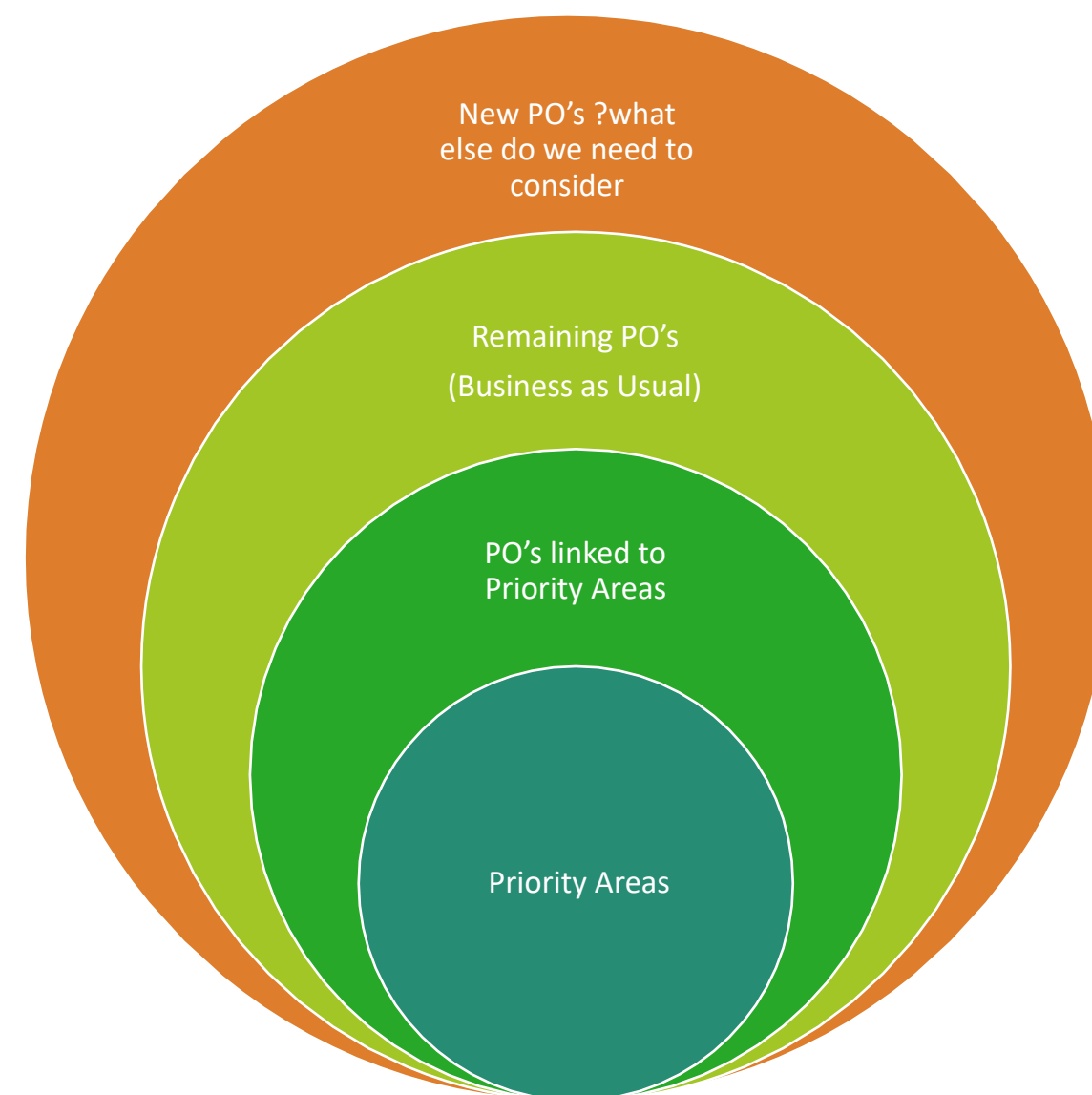
Health Board Priorities

The priority areas Year 23/24 are:

- Workforce sustainability
- Financial Sustainability
- Urgent and Emergency care
- Planned care
- Progressing AHMWW
- Primary care

Our Planning Objectives need to link to our Strategic Objectives to our Strategy “A Healthier mid and West Wales” which will ultimately build on our mission which is to “build kind and healthy places to live and work in Mid and West Wales”

Combining and rationalising PO’s to cover these areas (Reduce the volume)





Planning Objectives

Domain	Goals	Planning Objectives	Committee Alignment	
Our People <i>We have the people we need to achieve our purpose and strategy</i>	Goal 1: Grow and Train our Workforce <i>We have the right people we need, with the right skills and knowledge</i>	1a - Recruitment plan	People, Organisational Development & Culture Committee (PDODC)	
		1b - Career progression		
		2a - Staff health and wellbeing 2b - Employer of choice		
	Goal 2: Support and Retain our Workforce <i>Our people feel motivated and supported</i>	2c - Workforce and OD strategy		
		Goal 3: Safe and high quality care <i>Our services are safe and deliver good outcomes</i>	3a – Transforming Urgent and Emergency Care programme	Strategic Development and Operational Delivery Committee (SDODC)
			3b – Healthcare Acquired Infection Delivery Plan	Quality, Safety and Experience Committee (QSEC)
Our Patients <i>Our patients receive the highest quality care</i>	Goal 4: Accessible and kind care <i>Patients have timely access to services and positive experiences</i>	4a - Planned Care and Cancer Recovery	SDODC	
		4b – Regional Diagnostics Plan	SDODC	
		4c – Mental Health Recovery Plan	SDODC	
Our Future <i>Building a better health care system for future generations</i>	Goal 5: World class infrastructure <i>We are building the infrastructure needed to provide high quality care</i>	5a – Estates Strategies	SDODC	
		5b - Research and innovation	PDODC	
		5c – Digital Strategy	Sustainable Resources Committee (SRC)	
	Goal 6: Sustainable services <i>Designing and implementing more sustainable services</i>	6a - Clinical services plan	SDODC	
		6b - Pathways and Value Based Healthcare	SRC	
		6c - Continuous engagement	SDODC	
Our Communities <i>Our population is healthy and we have a positive impact on the determinants of health</i>	Goal 7: Healthier communities <i>Our communities support good health</i>	7a – Population Health	SDODC	
		7b – Integrated Localities	SDODC	
		7c - Social model	SDODC	
	Goal 8: Positive impact beyond health <i>As an organisation we have a positive impact beyond health</i>	8a – Decarbonisation & Sustainability	SRC	
		8b – Local Economic and Social Impact	SRC	
		8c – Financial Roadmap	SRC	
		8d – Welsh Language and Culture	PDODC	
		Local priorities		

In Summary OUR plan needed to reflect:

- What outcomes would we like to achieve
- Balance between ambition v ability to deliver within the resources available
- Anticipate difficult choices to be made
- Understanding and reflecting Ministerial Expectations and Priorities
- Engagement with Stakeholders
- Understanding the triangulated position – Activity , Finance , Workforce
- Demonstrating links to regional and National Plans
- Moving towards a Sustainable Position
- Connecting to the longer term

Diolch / Thank you

Any questions??