



**PWYLLGOR ARCHWILIO A SICRWYDD RISG  
AUDIT AND RISK ASSURANCE COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	25 June 2019
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Feedback from Targeted Intervention Meeting held on 13 May 2019
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Steve Moore, Chief Executive, Hywel Dda University Health Board
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Steve Moore, Chief Executive, Hywel Dda University Health Board

**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 paper provides the Audit & Risk Assurance Committee (ARAC) with an update from the Targeted Intervention meeting with Welsh Government (WG) held on 13 May 2019.

**Cefndir / Background**

Following the decision made by the now Minister for Health and Social Services in September 2016 to move the University Health Board (UHB) from enhanced monitoring to targeted intervention, ARAC has requested that an update report be provided and discussed at each meeting. This report provides an update on the most recent meeting.

**Asesiad / Assessment**

The main discussion points with WG are summarised below; a formal letter of response is awaited from WG and will be shared with Board Members when received. In addition and in accordance with standard operating procedures all correspondence relating to the targeted intervention status will continue to be shared with all Board Members.

**Performance**

The UHB provided an update on performance, advising that it had been challenging to maintain performance levels in month 1, with a slight worsening position in respect of a small number of targets, specifically in diagnostics with 56 breaches over 8 weeks, Referral to Treatment Time (RTT) 213 breaches over 36 weeks and A&E 12 hours waits at 959 at the end of April 2019. Although the UHB had expected some deterioration in April, WG sought assurance that RTT would return to zero by the end of Quarter 1. Whilst there are risks to this, the UHB was able to express confidence that this would happen. WG supported the action the UHB was undertaking to reduce this back to zero. In respect of A&E WG noted further discussions would be held with the UHB as part of the ongoing performance discussions.

**Finance and Turnaround**

WG explained the rationale behind the reduction in the control total for 2019/20, and relayed the positive impact it had had when applied to other NHS organisations. Whilst the UHB had not opposed the new control total, it recognised that it presents the organisation with an even

greater challenge and therefore had yet to identify all the required savings noting the current risk to delivery was £10.4m. A discussion was held on the month 1 position noting the UHB were £0.4m variance to plan. WG requested complete openness and transparency in relation to the financial position and recommended an alternate methodology of rag rating the savings/pipeline schemes which will enable WG and the UHB to continue to work constructively together.

WG expressed concern that progress in month 1 had been slow and the position needed to be recovered by quarter 4 noting this could be increasingly challenging due to the increased savings requirements in the final quarter of the financial year. WG suggested that the UHB needed to move beyond transactional issues and start to deliver on the more challenging areas to improve their confidence in the feasibility and delivery of the UHB savings plan.

The UHB advised that whilst the plan was ambitious, it was working to ensure that the control total would be achieved and had further strengthened the Holding to Account (HTA) process, with increased Executive involvement to ensure decisions made are efficient, safe and linked to the establishment control work, and that projects that have been assessed as high value and high risk are led by an Executive Director. The UHB agreed to provide regular updates to WG following each HTA meeting cycle.

WG provided an update on the planned financial review, detailed the areas this would cover noting this would likely to commence in June 2019.

#### Transforming Clinical Services Phase 3 Delivery

WG were provided with an update in respect of expenditure to date and the required resource to implement year one of the strategy. In respect of the 'core team' requirements which have been discussed at previous Board meetings it was noted this would be subject to further discussions outside of the Targeted Intervention process. WG required further clarification on the return of investment and how this would shape the future for the Hywel Dda.

#### Regional Plans

WG were pleased to see the UHB's commitment to working jointly with Swansea Bay UHB. The UHB advised that it was aligning regional plans with Swansea Bay UHB in readiness for the June Joint Regional Partnership Delivery Committee and ARCH meetings.

WG concluded the meeting by stating that, despite the financial challenges, it was good to see the focus on clinical engagement and moving forward with the implementation of the health and care strategy.

#### Argymhelliad / Recommendation

The Audit & Risk Assurance Committee is asked to **NOTE** the update from the Targeted Intervention meeting held on 13 May 2019.

#### **Amcanion: (rhaid cwblhau)**

#### **Objectives: (must be completed)**

Committee ToR Reference Cyfeirnod Cylch Gorchwyl y Pwyllgor	4.4.2 Maintain an appropriate financial focus demonstrated through robust financial reporting and maintenance of sound systems of internal control.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	

Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners. 5. Deliver, as a minimum requirement, outcome and delivery framework work targets and specifically eliminate the need for unnecessary travel & waiting times, as well as return the organisation to a sound financial footing over the lifetime of this plan
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Statement</a>	Improve efficiency and quality of services through collaboration with people, communities and partners

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Financial and performance positions of the UHB. Correspondence between the UHB and WG.
Rhestr Termau: Glossary of Terms:	Included within the body of the Report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Archwilio a Sicrwydd Risg: Parties / Committees consulted prior to Audit and Risk Assurance Committee:	Targeted Intervention Meetings with Welsh Government

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Ariannol: Financial / Service:</b>	No direct impacts from this report.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	No direct impacts from this report.
<b>Gweithlu: Workforce:</b>	No direct impacts from this report.
<b>Risg: Risk:</b>	No direct impacts from this report.
<b>Cyfreithiol: Legal:</b>	No direct impacts from this report.
<b>Enw Da: Reputational:</b>	No direct impacts from this report.
<b>Gyfrinachedd: Privacy:</b>	No direct impacts from this report.
<b>Cydraddoldeb: Equality:</b>	No direct impacts from this report.