

PPPAC

A Healthier Mid & West Wales (AHMWW)

Programme Business Case (PBC) Update

27th April 2021



AHMWW Programme - Business Case Process - Overarching Timeline Assuming Capital Solution



Community Infrastructure Development in Parallel

Service Transformation and other Capital Infrastructure Developments

Programme Business Case – Key actions to note

- Issue of letter to the Director General to update on PBC progress.
- Provide updates to Community Health Council (CHC), Welsh Government (WG), Stakeholder Reference Group (SRG), Local Medical Committee (LMC) and Capital, Estates & Information Management & Technology (CE&IM&T) Sub Committee.
- Development of week by week roadmap for PBC completion.
- Community & Primary Care meeting to review Estates options held 12th April 2021.
- Clinical Case for Change (part of Strategic Case) is undergoing clinical review.
- Management Case - Review to commence 1st week of May 2021.
- Strategic Advisory Group established, with initial meeting held on 11th March 2021.
- Modelling sub group has commenced its work, and has identified a number of challenges which are currently being actioned to enable bed and scenario modelling to be undertaken.

Programme Business Case – Key actions to note

- Land Team meetings held 11th March 2021 and 1st April 2021.
- Hurdle Criteria for site nominations for the new hospital were agreed. This agreement included the 2 nominated representatives from Pembrokeshire and Carmarthenshire Local Authorities. Recommendation as follows:
 - The nominated site must be within the zone between and including St Clears in Carmarthenshire and Narberth in Pembrokeshire. This location is the most central to most of the population in the south of the Hywel Dda University Health Board area.
 - The nominated site should be a minimum of circa 35 acres of reasonably developable land.
 - The nominated site should have realistic prospects of obtaining planning permission for a new hospital.
 - There should be appropriate transport infrastructure for a major hospital site.
- The hurdle criteria was agreed by the Programme Group on 14th April 2021 and included in the draft engagement documentation which would be shared with the public post Senedd elections.

Programme Business Case – Key actions to note

- Planned phase 1 and phase 2 communication and engagement activities reported to the February 2021 PPPAC meeting have been merged into a single phase to commence post elections for a period of 6 weeks.
- Engagement / Discussion Document and Questionnaire developed, reviewed by Executive Team, Community Health Council, Consultation Institute and sign off as a Chair's action from Chief Executive Officer and Senior Responsible Officer. The following will be issued post Senedd elections:
 - Reminding people about the consultation and Health & Care Strategy.
 - Asking about the learning through the pandemic.
 - Start the engagement and process to identify the site for the new urgent & planned care hospital.
- Documentation subject to Consultation Institute Review.
- Feedback will influence recovery plans, the development of the strategy and the land identification process
- Communication and engagement plan (including timeframes) in place.
- Stakeholder map in place - reviewed regularly to re-assess any new emerging stakeholders.
- Integrated Impact Assessment completed.

Programme Key Risks – Reviewed at Programme Group Meeting 14th April 2021

There is a risk that the PBC might not demonstrate financial and workforce sustainability because of the early stage of detailed definition of service and infrastructure options which would result in time delay to resolve an affordable and sustainable PBC.

There is a risk that clinical participation may be difficult to sustain to sign off clinical models and options and continue work towards an OBC level of detail because of clinical pressures resulting from the impact of COVID-19 and through the winter period which might result in either a lack of clinical sign up to assumptions or delay in completion of the PBC or start of the OBC.

There is a risk that the programme timelines will be delayed. This is due to the need to comply with advice received concerning the engagement process in support of the PBC and land identification.

There is a risk that the OBC and FBC process will be delayed. This is because a revenue or part revenue infrastructure funding solution may need to be considered for some of the Projects being progressed.
The impact could impact on the OBC and FBC delivery timeline due to the requirement for a negotiation period (new risk identified subsequent to last PPPAC report (February 2021)).

Next steps

- Case for Change cascaded for further review week commencing (w/c) 19th April 2021.
- Management Case - follow up review to be undertaken from w/c 10th May 2021.
- Follow up Strategic Advisory Group meeting being scheduled to agree a approach to the definition of the shortlisted PBC options .
- Develop the bed/service model assumptions.
- Review functional content assumptions.
- Complete clinical focus groups - critical care.
- Further explore opportunities to reflect/demonstrate social value/future generations in the PBC.
- Continue to engage with WG the Economic Case: Spending Objectives, Critical Success Factors, options identification and benefits.
- Setting up/reporting from Digital, Workforce and Transport workstreams.
- Workshop to develop the risk register through lenses of PBC guidance, Gateway assurance expectations and Wellbeing of Future Generations Act (WBFGA).
- Further development of detailed engagement plans and activities post elections.

Thank you – any questions

