



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	25 April 2024
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	2024/25 Annual Plan Update
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Director of Strategy and Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Daniel Warm, Head of Planning Shaun Ayres, Deputy Director of Operational Planning and Commissioning

**Pwrpas yr Adroddiad** (dewiswch fel yn addas)

**Purpose of the Report** (select as appropriate)

Er Sicrwydd/For Assurance

### 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 (WG) 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 this financial year, 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 not in a position to produce a balanced financial plan at this stage. This was formally noted to Welsh Government (WG) in an accountability letter from the Chief Executive in February 2024.

In lieu of an IMTP, HDdUHB has developed a one-year Annual Plan for 2024/25 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 29 March 2024 following approval by Public Board on that same day.

#### 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 as a whole was put into Targeted Intervention in January 2024, 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 was submitted instead to WG at the end of March 2024.

## Asesiad / Assessment

The Annual Plan for 2024/25 considered by Board can be found at: [Annual Plan - Public Board March 2024](#)

As noted in the January 2024 Board Update and February 2024 SDODC Update, the plan this year is intentionally more focused on a smaller set of objectives (termed the Planning Objectives (POs)) and on delivery over the next 12 to 36 months. Consequently, our Plan prioritises Planning Objectives aligned to the Welsh Government Planning Framework, the Ministerial Priorities and the key programmes of work required to address the significant risks articulated within the Plan.

In approaching this Plan and the challenges we face the Health Board is working to three guiding principles as we seek to navigate the next few years. Firstly, we need to be guided by striving to continuously improve the outcomes and experience of all those who use our health services, this must run through everything that we do. Secondly, our medium to long term commitment to work with communities and partners on improving the health and well-being of our communities with a move to a more social model of health and well-being. Thirdly, we are in Targeted Intervention, so in the short term we need to make progress on the significant workforce, service and financial challenges we face.

The Plan is seeking to deliver overall improvement across all areas as part of a trajectory towards significant improvement over the three-year period. It seeks to strike the balance between being ambitious and bold, whilst being credible and deliverable, recognising that the scale of change required for the Health Board will take longer than 12 months to achieve.

The aim for 2024/25 is therefore to deliver key staging posts on this journey:

- Improved financial position in year one, arresting the declining position of recent years, and working towards reaching the control total in Year 2 as part of a longer-term trajectory towards financial balance
- Year 2 (of 3) of the nursing workforce stabilisation plan, on course to eradicating nursing vacancies and on-contract agency usage
- Improved access for patients across all Planned Care performance areas, including prioritising delivery of the cancer standard in year one, removal of 104-week Referral to Treatment (RTT) waits (outside of Orthopaedics and Ophthalmology), 52-week Outpatient waits and delivery of the 8-week Standard for Diagnostics
- Year 2 of the Transforming Urgent and Emergency Care (TUEC) programme delivering, as a minimum, the remainder of the identified 80-bed efficiency
- Completion of Phase 2 (options development) of the Clinical Services Plan (CSP) by September 2024
- Development of a Primary and Community Care Strategy
- Implementation of a new organisational structure, enhanced clinical leadership, and revised governance arrangements with a focus on the organisation's capacity and capability to deliver on our key objectives

There are of course risks associated with the delivery of the Plan as set out for 2024/25. The most significant risks and mitigations, in respect of ongoing recovery plans, have been outlined throughout the plan and the Health Board will, through the governance structures, monitor delivery of the plan and ensure appropriate actions are taken to ensure that risks are appropriately managed. The plan has been developed taking account of these risks and in recognition that there are some key factors outside of the Health Board's direct control.

Corporate and Clinical Directorates and Services are responsible for ensuring that risks to achieving their objectives, delivering a safe and effective service and compliance with legislation and standards, are identified, assessed and managed to an acceptable level, ie within the Board's agreed risk tolerance. These are reported through the Committee Structure to provide assurance that risks are being managed effectively and efficiently.

#### Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to **RECEIVE ASSURANCE** with regard to the Annual Plan for 2024/25.

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

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

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.2 Provide assurance to the Board that the planning cycle is being taken forward and implemented in accordance with University Health Board and Welsh Government requirements, guidance and timescales.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All 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: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply

#### **Gwybodaeth Ychwanegol:**

#### **Further Information:**

Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termiau: Glossary of Terms:	Contained within 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:	Executive Team / Core Delivery Group / Planning Steering Group / Public Board
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<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	This is a key component in the delivery of the Integrated plan for the period 2024/25
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	This is a key component in the delivery of the Integrated plan for the period 2024/25
<b>Gweithlu:</b> <b>Workforce:</b>	This is a key component in the delivery of the Integrated plan for the period 2024/25
<b>Risg:</b> <b>Risk:</b>	Risks will be assessed as part of the ongoing process of both the development of the 2024/25 Plan and its subsequent monitoring
<b>Cyfreithiol:</b> <b>Legal:</b>	As above
<b>Enw Da:</b> <b>Reputational:</b>	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
<b>Gyfrinachedd:</b> <b>Privacy:</b>	Not applicable
<b>Cydraddoldeb:</b> <b>Equality:</b>	Consideration of Equality legislation and impact is a fundamental part of the planning of service delivery changes and improvements.