



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 June 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Integrated Plan for the Period 2022/23 – 2024/25
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategic Developments and Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Dr Daniel Warm, Head of 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

The Integrated Medium Term Plan (IMTP) is the key planning document for Hywel Dda University Health Board (HDdUHB) setting out the milestones and actions we are taking in the next one to three years in order to progress our strategy. It should be based on the health needs of our population, delivering quality services, ensuring equitable and timely access, and the steps we will take to deliver our vision for A Healthier Mid and West Wales.

A draft 3 year plan was approved for onward to submission to Welsh Government by Public Board on 31st March 2022, whilst also noting HDdUHB's intention to continue working towards an IMTP for submission in quarter 2 of 2022/23.

However, given the current financial situation it has been agreed with Welsh Government that a 3 year plan that includes a one-year financial plan and key deliverables for 2022/23, would be produced for the beginning of July rather than an IMTP.

Cefndir / Background

The submission of a three year IMTP to Welsh Government (WG) is a statutory obligation. However, 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.

HDdUHB wrote to Welsh Government on 28th February 2022, to formally notify them through an accountability letter that unfortunately we would not be in a position to submit a financially balanced IMTP by 31st March. Instead it noted that it would be our Board's intention to submit a draft Three-Year Plan 2022/25, with a robust and detailed focus on 2022/23 actions, which we intended would set the foundations for an IMTP to be submitted in the summer.

This notification was based on the premise that The Health Board's underlying deficit has worsened over the last two financial years following the gaps in delivery of recurrent savings in

2020/21 and 2021/22 during the pandemic, and as such there was currently insufficient assurance to allow HDdUHB to propose an IMTP for the March 2022 submission.

The Health Board did produce such a draft Plan which was presented to Board in March 2022, and subsequently submitted to WG on 31st March 2022. Further, the Health Board has continued to develop the contents of its Plan with the aim of submitting to WG and seeking Board approval in July 2022.

Asesiad / Assessment

In further developing the contents of our Three-Year Plan for 2022/25 we have continued to focus on a number of key areas, including planned care; urgent and emergency care; integrated locality planning; our 10 year workforce strategy; and our financial plan. This has been guided by both a review of the draft Plan and feedback from WG, the Delivery Unit and the Financial Delivery Unit.

With regards to WG, the Chief Executive of NHS Wales wrote to the Health Board in May 2022, noted that given our financial situation we would not be in a position to have our Plan sent to the Health Minister for approval. It did also note areas which needed review, these were:

- *Given the challenging position the organisation needs to clearly set out its plan and deliverables for the organisation for this current financial plan as soon as possible*
- *Further work is required on understanding the cost drivers for the deterioration in the organisations position with an exploration of opportunities to mitigate and deliver changes to impact on the forecast cost growth*
- *Colleagues confirmed my direction that all recovery allocations must be deployed in full on recovery actions and activity, or this funding would need to be returned and re-directed to support other pressing recovery priorities. This will result in further work being required to the organisations current recovery plans.*
- *There is an opportunity for further refinement and reduction to the organisations COVID costs forecast given further recent Welsh Government guidance and the evolving nature of the ongoing COVID-19 response*
- *Further work is required at pace on the organisations in-year savings plans. It would also be helpful for the organisation to maintain and share comprehensive opportunities log so there is visibility to the opportunities the organisation is pursuing and whether these are short-term and likely to impact on the in-year financial position or longer-term in nature*

Whilst the revised Plan seeks to address the issues raised in this feedback, the Health Board remains committed to our six Strategic Objectives and their aligned Planning Objectives. Therefore, the draft plan continues to be structured under these six Objectives.

The further development of the Plan has also been guided by discussion through the Executive Team; Board Seminars and Board. The work has led the Health Board to conclude it will not be in a position to submit a balanced financial plan during 2022/23 and therefore the updated plan going to Board in July will remain an annual plan set in a three year context, rather than an IMTP.

HDdUHB recognises that there are risks associated with the delivery of the plan it has set out for 2022/23. The most significant risks and mitigations in respect of its ongoing COVID response and recovery plans, have been outlined throughout the plan, and the University

Health Board will, through its governance structures, monitor delivery of the plan and that appropriate actions are taken to ensure that risks are appropriately managed. The plan has been developed in the full knowledge of these risks, and the University Health Board is also cognisant that there are some key uncertainties that are out of its control, such as the impact that a new variant may have on its COVID response and recovery plans.

Corporate and Clinical Directorates and Services are responsible for ensuring 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, i.e. 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 Committee is asked to note the steps being taken to develop a Three Year Plan for the period 2022/25 for submission to Welsh Government in the second quarter of 2022/23.

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:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply Choose an item. Choose an item. Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable Choose an item. Choose an item. Choose an item.
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply Choose an item. Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply Choose an item. Choose an item. Choose an item.

Gwybodaeth Ychwanegol: Further Information:

Ar sail tystiolaeth: Evidence Base:	Not applicable
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Rhestr Termau: Glossary of Terms:	Not applicable
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 Board Seminar For Planning Objectives – Individual Committee's responsible for the assurance of those Planning Objectives aligned to them

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	This is a key component in the delivery of the three year plan for the period 2022/25
Ansawdd / Gofal Claf: Quality / Patient Care:	This is a key component in the delivery of the three year plan for the period 2022/25
Gweithlu: Workforce:	This is a key component in the delivery of the three year plan for the period 2022/25
Risg: Risk:	Risks will be assessed as part of the ongoing process of both the development of the three year plan for the period 2022/25 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.