



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	28 April 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Implementing the Healthier Mid & West Wales Strategy - Programme Business Case Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategic Development & Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Williams, Assistant Director of Strategic Planning (Programme Manager)

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 report provides an update on the Programme Business Case (PBC) in support of the implementation of the Hywel Dda University Health Board (HDdUHB) Health and Care Strategy, 'A Healthier Mid and West Wales: Our future generations living well'.

Cefndir / Background

At the January 2022 Public Board meeting, the PBC to support the delivery of our strategy - *A Healthier Mid & West Wales* (AHMWW) was approved for submission to Welsh Government (WG). The PBC was submitted to WG on 2 February 2022 for scrutiny. WG responded with scrutiny questions received on 25th March 2022.

Since the PBC submission, HDdUHB has continued to work towards the identification of a site for the proposed new Urgent and Planned Care Hospital – a key element of our PBC and wider strategy. This includes working closely with the Consultation Institute to ensure best practice is followed through an open and transparent process.

A PBC update including the WG scrutiny questions and recommended shortlist of sites (appraisal process and methodology) has been discussed and supported at:

- Public Board Meeting on 31st March 2022
- Board In Committee on 31st March 2022
- Board Seminar on 7th April 2022

Asesiad / Assessment

Programme Business Case Update

PBC Scrutiny feedback was received from WG on 25th March 2022. The Capital Planning Team are collating and developing responses to the questions. Key themes include:

- Does the Strategy deliver
 - Workforce sustainability
 - Revenue sustainability
 - Triangulation with current 3 year plan and developments in urgent care
 - Reduction from 4 to 3 acute sites - floor space and bed queries
- Is the capital ask
 - Affordable for NHS Wales
 - Practically deliverable from a project perspective
 - Deliverable in terms of capacity and capability along with the recovery position
- Digital Ambition and assumptions
- Town centre regeneration vs campus approach and ensuring the maximisation of the decarbonisation opportunities

The PBC Endorsement Timeline is noted below:

- PBC Scrutiny Responses to be drafted by 22nd April 2022
- Target Infrastructure Investment Board (IIB) 26th May 2022

Ministerial endorsement will be required in advance of capital funding for the Programme development and Outline Business Cases.

Recommended Shortlist of Sites

As reported to Board, there are four appraisal workstreams.

- Technical
- Clinical
- Workforce
- Financial and Economic

Technical Appraisal

For the Technical Appraisal, the work to identify the group participants is underway. This will include residents (public and staff) who submitted an expression of interest in being part of the process and stakeholder list identified by the Diversity and Inclusion Team to ensure representation from residents with protected characteristics. The participants from these groups will make up 52% of the representation in the Shortlist Technical Appraisal Group.

The remaining 48% will consist of HDdUHB invited participants and other stakeholders. In addition, there will be stakeholders who will attend but not participate in the scoring of options. Other stakeholders may also choose to adopt this approach.

The Group will be convened for a minimum of two workshops in May and June 2022.

The timing is to ensure as far as possible that the recommendation can be made and considered at the meeting of the July 2022 Board.

Clinical Appraisal Workstreams

The project plan and process for the clinical assessment of the land selection has been developed, project groups are established, and the governance defined with the establishment of an Executive Steering Group to oversee the work, reporting directly to both the Programme Group and the Executive Team.

Clinical areas for assessment within the scope:

- Women and Children's
- Stroke services

The first in a series of Clinical Workshops has taken place in order to deliver the outputs to the Board in July 2022.

The outputs of the clinical appraisal will be tested with a wider group of stakeholders to ensure that there is healthy challenge and input to the clinical view. Sessions have been planned into the timeline with the Health Board Advisory and Reference Groups i.e., Stakeholder Reference Group, Partnership Forum and Healthcare Professionals Forum, as well as further sessions with patient support groups within the specialty areas covered within the scope of work.

Workforce Appraisal

It has been agreed this will be established as a separate workstream. The scope and Terms of Reference are to be agreed with particular reference to the accessibility impact for HDdUHB's workforce.

Financial/Economic Appraisal

Discussions have been held with WG colleagues to confirm the scope of this appraisal and the detail required. This is to ensure that WG have all of the information required to enable the appraisal process and outcome to be assessed.

It should also be noted that Impact Assessments will also be required in support of the Board recommendations in July 2022. There may also be a requirement to formally consult on the results of the above before a final decision can be made.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to.

- note the update in relation to the Implementing the Healthier Mid & West Wales Strategy - Programme Business Case and the site appraisal process for the new urgent and planned care hospital.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:
Cyfeirnod Cylch Gorchwyl y
Pwyllgor:

3.2 Review business cases, prior to Board approval, including the development of the Programme Business Case for the new hospital and the Programme Business Case for the repurposing of the Glangwili and Withybush General Hospital sites (PO 5C and 5D), underpinned by a robust process for continuous engagement to support delivery (PO 2C).

Cyfeirnod Cofrestr Risg Datix a Sgôr
Cyfredol:

Risk 1196 - Insufficient investment in facilities/equipment/digital infrastructure (risk score 16)

Datix Risk Register Reference and Score:	
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	1.1 Health Promotion, Protection and Improvement
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Contained in the body of the report.
Rhestr Termau: Glossary of Terms:	Contained in the body of the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	Land Workstream Programme Group Strategic Development & Operational Delivery Committee Executive Team - March 2022

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The PBC sets out both the revenue and capital funding assumptions for the programme including a detailed Financial Case section in the PBC.
Ansawdd / Gofal Claf: Quality / Patient Care:	Implicit within the PBC. This is an integral part of the PBC case for change.
Gweithlu: Workforce:	Implicit within the PBC. This is an integral part of the PBC case for change and is the subject of Workforce Appendix which is being finalised for submission to WG in support of the PBC.
Risg: Risk:	Risk 1196 Insufficient investment in facilities/equipment/digital infrastructure
Cyfreithiol: Legal:	Implicit within the PBC
Enw Da: Reputational:	Implicit within the PBC
Gyfrinachedd: Privacy:	Implicit within the PBC

**Cydraddoldeb:
Equality:**

Included within the PBC is Equality & Health Impact Assessment which will remain 'live' through the duration of the programme.