



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	29 February 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Targeted Intervention Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	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

As previously reported to the Strategic Development and Operational Committee (SDODC) and Board, Hywel Dda University Health Board (HDdUHB) has had its escalation status raised by Welsh Government (WG) from Enhanced Monitoring to Targeted Intervention for Planning and Finance (from December 2022).

As of January 2024, the escalation status of HDdUHB has been increased from Enhanced Monitoring for Performance and Targeted Intervention for Planning and Finance to Targeted Intervention for the entire organisation.

This paper provides SDODC with an update on the key products expected as part of the planning element of this escalation status.

Cefndir / Background

As previously noted to SDODC in December 2022, on 29 September 2022, Welsh Government wrote to the Health Board to advise *"the Minister has accepted the recommendation of Welsh Government officials that the escalation status of Hywel Dda University Health Board be raised to 'targeted intervention' for planning and finance but will remain at 'enhanced monitoring' for quality issues related to performance resulting in long waiting times and poor patient experience.*

The reason for increasing the escalation level to targeted intervention for finance and planning is because the health board has been unable to produce an approvable three-year Integrated Medium Term Plan (IMTP), or a finalised annual plan and the growing financial deficit being noted".

Targeted intervention is a heightened level of escalation within NHS Wales and occurs when the WG and the external review bodies have considered it necessary to take coordinated action in liaison with the NHS body to strengthen its capability and capacity to drive improvement.

WG confirmed that de-escalation would be considered when the HDdUHB:

- has an approvable and credible plan, and improvement in its financial position.
- Is assessed at Level 3 of the Maturity Matrix.
- Has agreement of and sustainable progress made towards a finance improvement trajectory.
- Builds on relationships and fully engages on the transformation and reshaping of services.

The Health Board has formal Targeted Intervention meetings with WG and other colleagues on a quarterly basis with the last meeting-taking place in January 2024. In addition, the Director of Strategy and Planning and the Planning team meet informally with the Director of Planning in Welsh Government on a monthly basis.

Asesiad / Assessment

Four key focus areas were identified at the outset of targeted intervention, the current status for these are:

Key deliverable	Status
Peer review (response)	Completed
Maturity matrix (updated for end of year 1)	Completed
Action Plan / Planning improvement journey	In-progress
Clinical Services Plan	In-progress

A comprehensive update was produced for last formal TI meeting with WG in January 2024, the presentation for which is included an Annex 1.

Following this meeting, WG responded by saying:

“The peer review has been completed and you confirmed this had been responded to and the recommendations were being progressed as part of your agreed planning actions. You have undertaken a baseline assessment against the planning matrix, but this requires further validation and another assessment. You are in the process of amalgamating the various actions from the peer review, maturity matrix and other reports into a single consolidated action plan alongside the development of your plan. This has been shared with Welsh Government colleagues. We need to see the evidence and scrutiny of the maturity matrix and understand how the Committee have come to the scores they have done. It was agreed that an assessment of the maturity matrix one year on would be submitted to Welsh Government within the next three months.

The Clinical Services Plan has been a significant piece of work for the health board. A number of service changes have taken place over recent years and there has been a great deal of public interest in the changes. The strategy you are developing contains service changes, recognising there are a number of fragile services, and it is important the appropriate processes are followed. Engagement events have been held with both public and staff and there is a programme structure in place with a paper going to the Board in March. Moving on to phase 2 of the plan, you are in the process of developing options and need to ensure the process is as robust as possible. Risk appetite statements are being developed around what will be acceptable for the Board to approve. We recognise the progress made, but we need to understand the principles and planning assumptions, the regional aspect of the plan and what the final outcome will be”.

Clear Evidence of Progress:

1. Peer Review and Maturity Matrix Achievements:

- Completion of the peer review with actionable responses integrated into the planning process.
- Successful update of the maturity matrix, reflecting some initial improvements and establishing a baseline for future development.

2. Organisational Culture and Planning:

- Demonstrated commitment to fostering a positive planning culture, enhancing organisational readiness for ongoing and future challenges. This was well evidenced in the Annual Plan Recovery work throughout the summer.

3. Operational Planning and Change Management:

- Implementation of robust frameworks for operational planning and change management, ensuring that strategic and Operational initiatives are effectively executed. This is reflected in clearer documentation through an organisational template and using Project Administration and Communication Environment (PACE) for programme and project management.

4. Development and Implementation of a Savings and Opportunities Dashboard

- Developed and delivered a clear savings and opportunities dashboard inclusive of a clear process and agreed governance structure to support savings from an embryonic idea; all the through to development and delivery of the scheme.

Ongoing Actions and Further Improvements:

1. Action Plan Consolidation:

- Finalisation of a single, continuous integrated action plan that compiles various assessments and recommendations, aimed at streamlining a continuous integrated planning process and ensuring comprehensive understanding of demand and capacity and fully triangulated plans across workforce, finance and performance.

2. Clinical Services Plan Development:

- Continued development and progress within the Clinical Services Plan programme, focusing on establishing robust identification of the issues, reduction in the timeline of Phase 2 and robust stakeholder engagement and alignment with both strategic objectives and operational necessity.

3. Maturity Matrix Assessment Submission:

- Preparation and submission of a detailed assessment of the Maturity Matrix to Welsh Government within the stipulated timeframe (April 2024), illustrating progress and identifying opportunities for further enhancements. This will be based on processes aligned to the Annual Plan, Clinical Service Plan and other key Health Board objectives.

4. Capacity and Capability Building:

- Ongoing efforts to enhance the capacity and capability of the Planning team through targeted training (Planning Diploma) and development initiatives, ensuring the team is equipped to meet evolving challenges and sustain improvements. In terms of expanding the number of Whole Time Equivalents (WTEs) this has not been possible due to the current financial situation.

5. Governance Framework Establishment:

- Development of a robust governance framework to enhance accountability and transparency in the planning and implementation processes, reinforcing the Health Board's commitment to continuous improvement and strategic governance.

Argymhelliad / Recommendation

The Committee is asked to **RECEIVE ASSURANCE** from the ongoing response to Targeted Intervention (from a Planning perspective).

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 Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	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: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termiau: Glossary of Terms:	Not applicable
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	Targeted Intervention Working Group Escalation Steering Group Public Board

Effaith: (rhaid cwblhau)

Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	This is a key component in the delivery of the Targeted Intervention work programme
Ansawdd / Gofal Claf: Quality / Patient Care:	This is a key component in the delivery of the Targeted Intervention work programme
Gweithlu: Workforce:	This is a key component in the delivery of the Targeted Intervention work programme
Risg: Risk:	Risks will be assessed as part of the ongoing process of both the development of the Targeted Intervention work programme 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.