

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 October 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	A Healthier Mid and West Wales Programme Business Case (PBC) Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Williams, Assistant Director of Strategic Planning and Developments

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 to the presentation given to the Strategic Development and Operational Development Committee on the 24 August 2023 on the development of the Strategic Outline Case (SOC) and the work underway in support of the 'A Healthier Mid and West Wales' (AHMWW) Programme.

Cefndir / Background

As previously reported, following the meeting held in October 2022 with Welsh Government (WG) colleagues to discuss the next steps regarding our Programme Business Case (PBC) for a Healthier Mid and West Wales, updates are provided on the following:

- Clinical Strategy Review - to align with the governance of other major schemes across NHS Wales, WG commissioned an independent review by the Nuffield Trust of the clinical model.
- The Health Board was asked to present to the Welsh Government Infrastructure Investment Board (IIB) on the 21 September 2023.
- Programme Business Case – this was submitted to WG in February 2022. Ministerial endorsement is subject to satisfactory completion of the Nuffield Trust clinical model review and discussion at the Infrastructure Investment Board.
- Strategic Outline Case - to ensure a consistent approach for all major capital schemes across Wales, WG has requested that a SOC be prepared. WG has agreed that a single SOC will be acceptable to cover the new urgent and planned care hospital build, Glangwili Hospital (GH) and Withybush Hospital (WH). It was agreed with WG that this work could be progressed in advance of endorsement of the Programme Business Case.
- Land identification for the new urgent and planned care hospital - On 4 August 2022, the Hywel Dda University Health Board (HDdUHB) agreed to undertake a public consultation to gather views from the public, staff and stakeholders on the three shortlisted sites. The output report from the consultation was considered alongside the technical and commercial evidence at the Board meeting on 14 September 2023 to consider the reduction of the shortlist from three sites to two.

Asesiad / Assessment

Clinical Strategy Review

As previously reported, the Nuffield Trust were commissioned by Welsh Government to undertake the review of the Health Board clinical model. The Nuffield Trust completed their

interview process in August 2023. The draft report has been received for comment which has been shared and discussed with the Nuffield Trust team. HDdUHB's understanding is that the Nuffield Trust will present their final report to the Executive Team at Welsh Government after which it is anticipated HDdUHB will receive the final report. Further clarification has been sought from WG on the timeframe and a reply is awaited.

Infrastructure Investment Board (IIB)

HDdUHB attended the WG IIB on 21 September 2023 to consider programme timing, the implications of programme delay, and the infrastructure options considered by the Health Board. The HDdUHB team was led by the Chair and Chief Executive and detailed presentation by the Director of Strategy and Planning. HDdUHB was advised that feedback would be received from Welsh Government by Friday 6 October 2023. This has not been received at the time of preparing this SBAR, further verbal feedback will be provided to SDODC.

Programme Business Case (PBC)

The expectation is that the successful completion of the Clinical Strategy Review and IIB discussion will enable the Minister to endorse the 'A Healthier Mid and West Wales Programme' Business Case.

Producing the Strategic Outline Case (SOC)

The SOC production is nearing completion based on the scope agreed with WG. The SOC can only be finalised when any implications for further work are understood, following feedback on the final Nuffield Trust report and the IIB discussion. The SDODC are asked to note the potential risk this presents to the programme timeline.

After the PBC receives Ministerial endorsement, the SOC will be completed, presented to Public Board for approval and onward submission to WG.

Land identification for the new urgent and planned care hospital

At the extraordinary meeting of the Board on 14 September 2023, Members discussed the findings of the recent public consultation which were independently analysed by Opinion Research Services (ORS), together with the latest technical and commercial information, on the three potential sites for a new urgent and planned care hospital in the south of the Hywel Dda region. Board members decided to reduce the shortlist of sites for the new urgent and planned care hospital from three sites to two sites.

The Board decided to progress with:

- Whitland (Tŷ Newydd)
- St Clears

It was decided that the site at Whitland (Spring Gardens) would not be taken forward for further consideration.

It is envisaged that the Health Board will continue the appraisal of sites during the Outline Business Case process leading to a 'preferred option' decision in the first stage of the Outline Business Case (circa 6 months from commencement).

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is requested to:

- **NOTE** the update provided and the formal feedback awaited on the Clinical Model Review and IIB which is anticipated will lead to PBC endorsement.
- **NOTE** the progress being made on the Strategic Outline Case (SOC) and the risk to timelines associated with the need to address any additional requirements emerging from the clinical model review and formal IIB feedback.

- **NOTE** the decision of the Board on the 14 September 2023 to reduce the number of shortlisted sites for the new urgent and planned care hospital from three sites to two following public consultation and further technical and commercial work.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	Not Applicable
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Risk 1196 - Insufficient investment in facilities/equipment/digital infrastructure (risk score 16)
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	3. Effective 4. Efficient
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:	Contained in the body of the report
Rhestr Termiau: Glossary of Terms:	Contained in 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:	Not Applicable

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 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:	There is an Equality & Health Impact Assessment which will remain 'live' through the duration of the programme.