

TABLE OF ACTIONS
Strategic Development and Operational Delivery Committee (SDODC)
23 February 2023

MINUTE REF	ACTION	LEAD	TIME SCALE	PROGRESS
SDODC (22) 42	Continuing NHS Healthcare: The National Framework for Implementation in Wales To present the detail of a national performance tool, to the Committee when available.	JP	Ongoing until report is available	Brought Forward: This is a national reporting tool which Welsh Government are developing. An update will be provided to SDODC when available.
SDODC (22) 57	Cancer Wait Times To follow-up on discussion, in detail, with regard to data for cancer wait times.	KJ	August 2022	Brought Forward: Discussions commenced, detailed follow-up meeting to be scheduled following summer leave. 23.2.23: It is likely the ongoing high level of scrutiny applied to cancer waits in various forums, including the Quality, Safety and Experience Committee, QSEC, has superseded the need for additional or separate action since this was discussed last year. However, Mr Keith Jones and Ms Anna Lewis will meet in early March 2023 to confirm that no further action is required.
SDODC (22)121	Corporate Risks To pursue discussions regarding the need to address the difference between performance delivery in terms of the risk and delivery of the agreed performance trajectory, whilst accounting for the potential patient safety risk of long waiting lists in terms of how this should be managed going forward. Noted that risks may need to be reframed, with the impact reviewed in the quality and safety domain	AC/JW	February 2023	Brought Forward: The Executive Risk Group is holding a Workshop to identify new corporate risks following approval of the HB Annual Plan at the March 2023 Board. Corporate risks will reflect the risks to delivering the WG Ministerial Priorities in year, and identify the HB mitigations to address these, ie, Health Board plans, whilst the impacts will identify the impacts to patients of not delivering the ministerial priorities. There

	whilst being mindful that whilst Health Board targets have been achieved, WG targets may not.			will be a Board Seminar to discuss the Health Board's risk appetite and tolerances over the Summer to agree the level of risk that can be tolerated against the Health Board's capacity to manage its risks.
SDODC (23)06	Integrated Executive Group Advocacy Strategy To share with SDODC members the minutes of the Integrated Executive Group and RPB meeting where endorsement of the Advocacy Strategy is to be reported.	JP	4 April 2023	Minutes of the RPB meeting held on 23 January 2023 where the strategy was discussed and endorsed circulated on 17.4.23.
SDODC (23)08	Targeted Intervention To circulate the draft action plan to SDODC members.	LD	ASAP	A more comprehensive action plan will be produced once the Peer Review report has been finalised by Ms Sally Attwood. Carry forward
SDODC (23)08	Targeted Intervention To respond to Mr Lee Davies with comments/view on the action plan.	ALL	4 April 2023	Carry forward (as per above).
SDODC (23)09	Service Changes in Swansea Bay University Health Board To find out how many of the approximately 300 patients in Morriston Hospital, who are either medically fit for discharge or should be transferred or repatriated elsewhere, are HDdUHB residents and forward the information to Mr L Davies for circulation.	DL LD	4 April 2023	Out of a total of 286 patients in the delayed discharge cohort today, five are Hywel Dda residents.
SDODC (23)12	Integrated Performance Assurance Report To follow-up with Ms Alison Shakeshaft the impact on therapy services and service delivery as a result of the recent industrial action by the College of Therapists and other industrial action that has taken place together with the actions taken to mitigate.	HT/	4 April 2023	The performance issues noted in therapies services related to: <ul style="list-style-type: none"> • A proportionate increase in annual leave in the system. • Reduction in agency. We shifted agency in Pems from MSK to community due to system pressures in Jan and resulted in reduced MSK capacity.

	<p>To update and follow-up with Mr Winston Wier outside of the SDODC meeting.</p> <p>To Share Ms Shakeshaft's response with the People, Organisational Development and Culture Committee (PODCC).</p>	<p>SH</p>	<ul style="list-style-type: none"> • Delays in recruitment of band 6 staff. <p>Base line resource in outpatients is insufficient without agency cover for all vacancies and maternity. We require 95 % of establishment staffing to meet demand. These are high volume services so some small gaps cause disproportionate impacts in terms of breach numbers, and securing agency for unanticipated vacancies or LTS progression is challenging.</p> <p>This matter has been covered in the M12 SBAR as follows:</p> <ul style="list-style-type: none"> • Therapies as a whole service is showing special cause concern variation, in March breaches rose to 1,895 patients waiting 14 weeks and over for a specific therapy. The latest benchmarking data (January 2023) shows Hywel Dda performing 6th out of 7 Health Boards. Reasons for the increased breach positions across therapy services include reduction in agency staff, delays in recruitment of band 6 staff and industrial action. Due to the advance notice given and based on responses from Chartered Society of Physiotherapists member staff of their intent to take industrial action, we cancelled approximately 95% of Physiotherapy related activity to ensure service users had prior notice. However, due to the timescale of the strike being stood down, we were unable to ensure all cancelled clinical slots were refilled. All patients who had been cancelled have since been contacted and offered alternative appointment dates.
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SDODC (23)13/26	Capital Governance Review – Assurance against Action Plan To highlight to Board and ARAC that SDODC received assurance regarding the progress against the recommendations and noted that all actions have now been completed and the report can therefore be closed.	JW	30 March 2023	Included in the SDODC Update to Board report for the meeting on 30 March 2023.
SDODC (23)14	Report on the Discretionary Capital Programme 2022/23 To raise through the Executive Risk Group and incorporate into the Risk Register, following the work to assess the risks resulting from the non-replacement of equipment that cannot be funded through the capital programme.	JW	4 April 2023	Completed - The Assurance and Risk Team have undertaken work via gap analysis to align current risks as noted on Datix to the DCP programme, and to identify those projects which currently do not have an associated risk. This work was presented to the Executive Risk Group in March 2023. In instances where a risk has not been identified that aligns to an unfunded project, the Assurance and Risk Team will work alongside the relevant service and the Capital Planning Team to assess and identify relevant risks for addition to the risk register. For those risks whereby capital is the key action to reduce the risk, or whereby all mitigating controls have been actioned and that the risk cannot be managed further, the Executive Lead will be required to confirm that the risk can be tolerated, and if so, these risks will subsequently be reported to Executive Team as per escalation guidance, prior to submission to the relevant Board level committee for formal approval.
SDODC (23)17	PO 3A: Improving Together Framework To update the Improving Together Framework report to reflect that the Sustainable Resources	HT	4 April 2023	Following engagement with SDODC, alongside other contributors, a number of amendments were made to the final version

	Committee (SRC) provides assurance with regard to data.			which has been presented to Board for approval.
SDODC (23)17	PO 3A: Improving Together Framework To review SDODC Terms of Reference which may need to be updated to reflect that the Sustainable Resources Committee (SRC) also provides assurance with regard to data.	JW	4 April 2023	To incorporate update in revised Terms of Reference which will be presented to SDODC in June 2023 SDODC meeting. Carry forward
SDODC (23)20	Public Service Board Wellbeing Plans To ensure any substantial change(s) to the local authority Well-being Plans are reported back to SDODC.	JMcC	30 March 2023	There were no substantial changes. Plans were submitted to Board on 30 March 2023.
SDODC (23)20	To follow up with Dr Jo McCarthy any governance issues that arise with the process to endorse local authority Well-being Plans.	JW	4 April 2023	

AC: Andrew Carruthers	DL: Deb Lewis	HT: Huw Thomas	JMcC: Jo McCarthy	JP: Jill Paterson
JW : Joanne Wilson	LD: Lee Davies	SH: Sally Hurman		