

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 April 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Targeted Intervention
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Daniel Warm, Head of Planning

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 Committee 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.

This paper is to provide the Strategic Development and Operational Delivery Committee (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 (WG) 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 IMTP, or a finalised annual plan and the growing financial deficit being noted”.

Targeted Intervention (TI) 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 co-ordinate 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:

- had an approvable and credible plan, and improvement in its financial position.

- assessment at level 3 of the maturity matrix
- 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 TI meetings with WG and other colleagues on a quarterly basis with the last meeting taking place on 17 March 2023 and the next scheduled for 21 June 2023.

Asesiad / Assessment

1. Maturity Matrix

As noted previously there is an expectation to undertake an exercise to establish the maturity of our planning processes, which includes:

- Develop a planning maturity matrix through which the organisation could assess themselves against in order to identify the steps required to develop the planning processes.
- HDdUHB to develop the maturity matrix in conjunction with staff and stakeholders
- Assessment at level 3 of the maturity matrix
- The HDdUHB to conduct its baseline assessment and set out the planning improvement journey following receipt of the 2023/24 planning guidance.

The draft Maturity Matrix was presented to SDODC in December 2022 and the draft baseline assessment to SDODC in February 2023. A critical element of our maturity matrix progression, will be further review of our planning processes including our planning cycle, and how the planning team supports this. In part this will be influenced by the findings of the Peer Review element of our TI status (see below).

2. Peer Review

As part of the TI process, WG identified the requirement to undertake an independent rapid peer review of:

- integrated planning capacity and capability within Hywel Dda both in terms of IMTP planning and capital planning
- the organisation's approach to developing their IMTP and the associated decision-making mechanisms

WG identified Sally Attwood, previously of Public Health Wales, to undertake this independent review; Ms Attwood has been working on this since early February 2023, and the process has comprised a range of activities, including a review of documents and interviews with people, internal and external, to the Health Board. The resulting draft report was received on 12 April 2023 and is currently being checked for factual accuracies.

The timing of the Review is intentionally to run alongside the current development of our Annual Plan for 2023/24; whilst the outputs will be used for a number of purposes including to input into the actions required as part of the maturity matrix action plan noted above.

3. Clinical Services Plan

The establishment and scope of a programme to develop a Clinical Services Plan (CSP) was approved by Public Board in March 2023 (link to: [Clinical Service Plan](#)). The CSP links to the Health Board's agreed strategy, "A Healthier Mid and West Wales", which sets out our vision for health care across Hywel Dda, including the future configuration of services. This remains

our direction of travel and was reinforced through the Programme Business Case approved by Board in January 2022.

Due to the nature of service provision across Mid and West Wales it is recognised that a wide range of services have inherent fragilities. This was a key driver behind the development of the Health Board's strategy which seeks to reduce, if not eliminate, the risks to sustainable service provision. Until the strategy is fully implemented, in particular the establishment of the new hospital network, services are having to manage these fragilities on a daily basis. The pandemic has further exposed these deficiencies with many services unable to restore pre-COVID-19 activity levels or service models.

To respond to this, as stated above, it was agreed that a programme is established to develop a set of plans for the provision of key services over the medium-term. The services proposed for inclusion are:

Service	Driver	Executive Lead
Critical care	To respond to the current service fragility, in particular at Prince Philip	Director of Operations
Urgent and Emergency Paediatrics	As per the current review and forthcoming consultation	Medical Director / Deputy Chief Executive
Planned Care	To support the return to pre-COVID activity levels (as a minimum), as part of improving access and reducing waiting times for patients	Director of Operations
Emergency General Surgery	To respond to service fragility, particularly at Worthybush General Hospital	Director of Operations
Stroke	To meet standards and respond to service fragility	Director of Therapies and Health Science
Diagnostics	To support the return to pre-COVID activity levels (as a minimum), as part of improving access and reducing waiting times for patients	Director of Operations
Primary Care	To respond to sustainability risks	Director of Primary Care, Community and Long-Term Care

Each of the Clinical Services Plans will be clinically-led and will be developed in an open and transparent manner, with the full engagement of stakeholders.

Please note the sustainability of primary care is additionally recognised as a significant risk, as per the discussion at the extraordinary Board meeting in February 2023. A dedicated programme is being established to look at this matter.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to RECEIVE ASSURANCE with regard to 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
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards 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 2018-2019	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 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.