



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:	2023/24 Annual Plan 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

Health Boards in Wales are required to produce a Board-approved Integrated Medium-Term Plan (IMTP) and submit to the Welsh Government for approval. A statutory requirement is that the IMTP must be financially balanced over the three-year period. Hywel Dda University Health Board (HDdUHB) was unable to do that for 2022-23, which led to the Health Board being escalated by the Welsh Government to Targeted Intervention for Planning and Finance.

Whilst the ambition and aspiration for HDdUHB remains to submit an approvable IMTP, the challenges over the last 12 months are such that, despite our best endeavours, we are again not in a position to produce a balanced financial plan at this stage for 2023-24. This was formally noted to Welsh Government (WG) in an accountability letter from the Chief Executive in February 2023.

In lieu of an IMTP, HDdUHB has developed a one-year Annual Plan for 2023/24 which includes a one-year financial plan and key deliverables for the next 12 months.

This paper is to provide the Strategic Development and Operational Delivery Committee (SDODC) with an update on the Plan, which was submitted to WG on 31 March 2023 following approval by Public Board on 30 March 2023.

Cefndir / Background

The submission of a three-year IMTP to Welsh Government (WG) is a statutory obligation. For an IMTP to be approvable, it must show financial balance over the lifecycle of the Plan and, as such, HDdUHB has not had an approvable Plan to date.

Given the current financial position of HDdUHB, alongside the fact that the organisation is currently in Targeted Intervention for finance and planning, we have not been in a position to submit a financially balanced plan over the three years of the current IMTP cycle and as such

an annual plan within a three-year context was submitted instead to WG at the end of March 2023.

This inability to submit an IMTP required the organisation to submit an accountable officer letter to WG to confirm this by 28 February 2023, which it subsequently did.

Asesiad / Assessment

The Annual Plan for 2023/24 considered by Board can be found at: [Annual Plan 2023/24](#).

Our general approach and key considerations in the development of the Plan were presented to the Board in January 2023 and Board Seminars in February and March 2023. The key principles have been:

- The Health Board will be submitting an **Annual Plan**
- The core philosophy of the plan is one of stabilisation and laying the foundations for a medium-term recovery plan, aligned to our strategy
- The majority of plans are based upon **existing resources** (workforce and funding) with the nursing workforce stabilisation programme the main exception to this
- The plan and organisational priorities are focused on delivery of the ministerial priorities
- The plan is a continuation of the organisation's journey to date, consistent with the strategy and building on the strategic objectives, planning objectives, BAF etc methodology
- It is, however, more focused, so fewer planning objectives, and more ambitious

The Plan is structured around the Ministerial priorities and our Health Board Planning Objectives (annex 1). All Planning Objectives, as in previous years, will be aligned to Committees of the Board, and as such they will be provided with updates on progress at alternate Committee meetings, before forming part of our Board Assurance Framework (BAF) reports presented quarterly to Board. The alignment of the Planning Objectives to the respective Committees can also be found in annex 1.

Although Planning Objectives are aligned to a number of Committees of the Board, SDODC, in line with its terms of reference, remains the Committee of the Board with the delegated responsibility for the on-going monitoring of the overall Plan.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to RECEIVE ASSURANCE with regard to the Annual Plan for 2023/24, including the revised Planning Objectives.

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
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	Board

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	This is a key component in the delivery of the Integrated plan for the period 2023/24
Ansawdd / Gofal Claf: Quality / Patient Care:	This is a key component in the delivery of the Integrated plan for the period 2023/24

Gweithlu: Workforce:	This is a key component in the delivery of the Integrated plan for the period 2023/24
Risg: Risk:	Risks will be assessed as part of the ongoing process of both the development of the 2023/24 Plan 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.

Annex 1: 2023/24 Planning Objectives and their alignment to Committees of the Board

Domain	Goals	Planning Objectives	Committee Alignment
Our People <i>We have the people we need to achieve our purpose and strategy</i>	Goal 1: Grow and Train our Workforce <i>We have the right people we need, with the right skills and knowledge</i>	1a - Recruitment plan	People, Organisational Development & Culture Committee (PDODC)
		1b - Career progression	
	Goal 2: Support and Retain our Workforce <i>Our people feel motivated and supported</i>	2a - Staff health and wellbeing	
		2b - Employer of choice	
		2c - Workforce and OD strategy	
Our Patients <i>Our patients receive the highest quality care</i>	Goal 3: Safe and high quality care <i>Our services are safe and deliver good outcomes</i>	3a – Transforming Urgent and Emergency Care programme	Strategic Development and Operational Delivery Committee (SDODC)
		3b – Healthcare Acquired Infection Delivery Plan	Quality, Safety and Experience Committee (QSEC)
	Goal 4: Accessible and kind care <i>Patients have timely access to services and positive experiences</i>	4a - Planned Care and Cancer Recovery	SDODC
		4b – Regional Diagnostics Plan	SDODC
		4c – Mental Health Recovery Plan	SDODC
Our Future <i>Building a better health care system for future generations</i>	Goal 5: World class infrastructure <i>We are building the infrastructure needed to provide high quality care</i>	5a – Estates Strategies	SDODC
		5b - Research and innovation	PDODC
		5c – Digital Strategy	Sustainable Resources Committee (SRC)
	Goal 6: Sustainable services <i>Designing and implementing more sustainable services</i>	6a - Clinical services plan	SDODC
		6b - Pathways and Value Based Healthcare	SRC
		6c - Continuous engagement	SDODC
Our Communities <i>Our population is healthy and we have a positive impact on the determinants of health</i>	Goal 7: Healthier communities <i>Our communities support good health</i>	7a – Population Health	SDODC
		7b – Integrated Localities	SDODC
		7c - Social model	SDODC
	Goal 8: Positive impact beyond health <i>As an organisation we have a positive impact beyond health</i>	8a – Decarbonisation & Sustainability	SRC
		8b – Local Economic and Social Impact	SRC
		8c – Financial Roadmap	SRC
		8d – Welsh Language and Culture	PDODC
Ministerial priorities		Local priorities	