



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: | A Healthier Mid and West Wales Programme Business Case Update |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Lee Davies, Director of Strategy and Planning |
| SWYDDOG ADRODD: REPORTING OFFICER: | Eldeg Rosser, Head of Capital Planning |

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The report provides an update to the last report presented to the Strategic Development and Operational Committee in February 2023 on the work underway in support of the 'A Healthier Mid and West Wales' (AHMWW) Programme.

Cefndir / Background

A meeting was held in October 2022 with Welsh Government (WG) to discuss the next steps regarding our Programme Business Case (PBC) for a Healthier Mid and West Wales following which four key areas of work have been progressed:

- Clinical Strategy Review - to align with the governance of other major schemes across NHS Wales, WG is commissioning an independent review of our clinical strategy as this needs to be satisfactorily concluded before the Programme Business Case can be formally endorsed.
- Strategic Outline Case - to ensure a consistent approach for all major capital schemes across Wales, WG has requested that a Strategic Outline Case (SOC) be prepared. WG has agreed that a single Strategic Outline Case (SOC) will be acceptable to cover the new urgent and planned care hospital build, Glangwili Hospital and Withybush Hospital.
- Technical and commercial work in support of Land Selection Process - surveys and other planning and commercial activities.
- Land Consultation - 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 for the new urgent and planned care hospital. A public consultation was launched on 23 February 2023 and runs until 19 May 2023.

Asesiad / Assessment

Clinical Strategy Review

The terms of reference for the clinical review have been agreed with WG, who have undertaken a procurement exercise to appoint the review team. Unfortunately, no tenders were returned as part of this process. HDdUHB is currently liaising with WG to establish the next steps in this process. This will delay the original timescale. An internal Steering Group has been established to support the preparation for the review. The group is chaired by the Medical Director/Deputy Chief Executive and has multi-disciplinary clinical representation. There is a risk that due to the procurement delay that the timeline for undertaking this review could impact upon the endorsement of the PBC by WG and completion of the Strategic Outline Case.

Producing the Strategic Outline Case (SOC)

Work has continued on the development of the SOC including:

- Introduction and Strategic Case
- Economic Case
- Management Case
- Financial Case
- Commercial Case

Subject to the completion of the Clinical Strategy Review, the target is to complete the draft version of the SOC by the end of June 2023. The Health Board is currently anticipating that WG funding for the development costs associated with the case will be available in 2023/24.

Technical and Commercial Work in Support of the Land Selection Process

Ongoing discussions are taking place with the owners of the shortlisted sites and their agents. Landowners have been made aware of access requirements for topographical surveys which are likely to commence in parallel with the land consultation timeframe. This and other technical survey work and commercial negotiations, will continue up to the selection of a preferred site.

Land Consultation

Following the launch of the consultation on 23 of February 2023, a number of engagement events have taken place, both in-person and online, to engage with staff, the public and key stakeholders identified through stakeholder analysis.

In-person activities have taken place such as informal drop-in sessions with staff able to respond to queries and signpost to consultation and technical materials. Online events have taken place with presentations followed by questions and answers.

During the initial six weeks of the consultation, engagement activities have been planned to ensure equal coverage across staff bases and localities. At these events, participants have been invited to complete equality monitoring forms which, along with completed questionnaires, have allowed us to understand who we have engaged with to date.

A mid-point review has been undertaken collectively between HDdUHB, the Consultation Institute and Opinion Research Services (ORS), to ensure that the remaining six weeks of the consultation include targeted engagement with demographic groups who may not have responded to the level we would expect. As a consequence of the review, additional drop-in sessions and on-line events have been organised for the last six weeks of the consultation.

An end-point review will be held a few weeks before the end of the consultation which will reflect on any further actions and events that may need to be promoted during the final weeks of the consultation period to ensure we have engaged as effectively as possible.

The current workplan anticipates that an update to the HDdUHB Board will be available in the summer of 2023 on the:

- Clinical Strategy Review – this may now be at risk due to the delay described above in the appointment to undertake the review.
- Strategic Outline Case (SOC) – This is dependent on the completion of the clinical strategy review and the timelines are therefore at risk for the same reason.
- Land selection process – progress with technical work and commercial considerations.
- Land selection process - outcome of the Consultation on the three shortlisted sites for the new Urgent and Planned Care Hospital.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is requested to:

- **NOTE** the update on the Clinical Strategy Review
- **NOTE** the progress being made on the Strategic Outline Case (SOC)
- **NOTE** the progress being made to complete the public consultation and the continuing technical work and commercial discussions in support of the land selection process.

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.

2.3: Provide assurance to the Board that, wherever possible, University Health Board plans are aligned with partnership plans developed with Local Authorities, Universities, Collaboratives, Alliances and other key partners, such as the Transformation Group who form part of A Regional Collaboration for Health (ARCH).

2.4: Provide support to the Board in its role of scrutinising performance and assurance on overall performance and delivery against Health Board plans and objectives, including delivery of key targets, giving early warning on potential performance issues and making recommendations for action to continuously improve the performance of the organisation and, as required, focus in detail on specific issues where performance is showing deterioration or there are issues of concern.

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)

| | |
|---|--|
| Safon(au) Gofal ac Iechyd: Health and Care Standard(s): | 1.1 Health Promotion, Protection and Improvement |
| Amcanion Strategol y BIP: UHB Strategic Objectives: | All Strategic Objectives are applicable |
| Amcanion Cynllunio Planning Objectives | 5C_22 Business Cases for A Healthier Mid and West Wales 3M Communications |
| 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: | Contained in the body of the report |
| Rhestr Termau: 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: | Consultation Institute Welsh Government |

| 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 |