

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	15 December 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Developing the Integrated Medium Term Plan for the Period 2022/23 – 2024/25
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Director of Strategic Developments and Operational Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Dr Daniel Warm, Head of Planning

<b>Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)</b>
Er Gwybodaeth/For Information

### ADRODDIAD SCAA SBAR REPORT

#### Sefyllfa / Situation

The Integrated Medium Term Plan (IMTP) is the key planning document for Hywel Dda University Health Board (HDdUHB) setting out the milestones and actions we are taking in the next one to three years in order to progress our strategy. It should be based on the health needs of our population, delivering quality services, ensuring equitable and timely access, and the steps we will take to deliver our vision for A Healthier Mid and West Wales.

#### Cefndir / Background

The submission of a three year IMTP to Welsh Government (WG) is a statutory obligation. However, 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.

It is the ambition of HDdUHB to produce an approvable IMTP for 2022/25; this is predicated on the HDdUHB being able to demonstrate financial balance and financial sustainability. Without a plan for financial balance (over the three year period) it is not possible to have an approvable IMTP. In this case, the HDdUHB would need to produce a Three year/Annual Plan, as has been the case for the previous few years.

It is anticipated that financial balance can only be achieved with additional WG support and that this will likely be required, to some degree, up to the point the HDdUHB can fully implement its strategy, *A Healthier Mid and West Wales*.

Key to securing this support will be:

- Realistic whilst ambitious plans, which meet the ministerial priorities (not only financial)
- WGs confidence in HDdUHB's ability to deliver on these plans
- Demonstrable alignment across service, finance and workforce plans

## Asesiad / Assessment

### **Templates**

As noted to SDODC at its October 2021 meeting, a series of templates were circulated in order to understand potential plans. The first cut of submissions from directorates/services/teams have been received; and these have been appraised (by Planning, Finance and Workforce) and collated and presented to the Executive Team for discussion.

Further work has now been undertaken, with second and final departmental submissions submitted the week commencing the 6th December 2021. In order to support the potential prioritisation of submissions, each was asked to submit a 'Plan on a Page' which focused on:

- Alignment
- Anticipated impact
- Achievability and risks
- Affordability

In addition, work continues on HDdUHB's financial sustainability roadmap and discussions are taking place with WG officials.

### **Strategic and Planning Objectives**

The IMTP will be built around our Strategic and Planning Objectives. The Strategic Objectives remain as:

- SO1 : Putting people at the heart of everything we do
- SO2 : Working together to be the best we can be
- SO3 : Striving to deliver and develop excellent services
- SO4 : The best health and wellbeing for our communities
- SO5 : Safe, sustainable, accessible, and kind care
- SO6 : Sustainable use of resources

This set of Strategic and Planning Objectives:

- Provides clarity about our priorities
- Provides a steer as to how work should be planned, informing our planning cycle
- Allows the Board to measure whether progress is being made

A paper on the draft Planning Objectives (PO) was presented to Board in November 2021 and a finalised list of these Objectives will be presented to Board in January 2022 for approval, under 3 categories:

- New Planning Objectives for 2022/23
- Revised/reworded Planning Objectives for 2022/23
- Unchanged Planning Objectives for 2022/23

Building on these, the Draft Structure of the IMTP can be found in Annex 1 to this Paper.

## NHS Planning Framework

The NHS Planning Framework was released on 9<sup>th</sup> November 2021 ([NHS Wales Planning Framework 2022 to 2025 | GOV.WALES](#)), and re-iterates the Ministerial Priorities, namely:

- A Healthier Wales - as the overarching policy context
- Population health, through the lens of pandemic experience and health inequity
- COVID-19 response
- NHS recovery
- Mental Health and emotional wellbeing
- Supporting the health and care workforce
- NHS Finance and managing within resources
- Working alongside Social Care

Following publication of the NHS Wales Planning Framework, it has been confirmed that WG will require Board approved plans to be submitted by 28th February 2022.

## Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee are asked to:

- note the steps being taken to develop an Integrated Medium Term Plan for the three year period 2022/25.

<b>Amcanion: (rhaid cwblhau)</b>	
<b>Objectives: (must be completed)</b>	
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 HDdUHB and WG requirements, guidance and timescales
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply Choose an item. Choose an item. Choose an item.
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable Choose an item. Choose an item. Choose an item.
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	9. All HDdUHB Well-being Objectives apply Choose an item. Choose an item. Choose an item.

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
<b>Ar sail tystiolaeth: Evidence Base:</b>	Not applicable
<b>Rhestr Termau: Glossary of Terms:</b>	Not applicable
<b>Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:</b>	Executive Team Board Seminar For Planning Objectives – Individual Committee's responsible for the assurance of those Planning Objectives aligned to them

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	This is a key component in the delivery of the IMTP 2022/25
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	This is a key component in the delivery of the IMTP 2022/25
<b>Gweithlu: Workforce:</b>	This is a key component in the delivery of the IMTP 2022/25
<b>Risg: Risk:</b>	Risks will be assessed as part of the ongoing process of both the development of the IMTP 2022/25 and its subsequent monitoring
<b>Cyfreithiol: Legal:</b>	As above
<b>Enw Da: Reputational:</b>	HDdUHB needs to meet the targets set in order to maintain a good reputation with WG, together with our stakeholders, including our staff

<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Consideration of Equality legislation and impact is a fundamental part of the planning of service delivery changes and improvements.

## Annex: Draft Structure of 2022/25 IMTP

<p>Foreword</p> <ul style="list-style-type: none"><li>• On-going challenge of COVID-19</li><li>• Recovery of Services from COVID-19</li><li>• A Healthier Mid and West Wales</li><li>• Context of Ministerial Priorities; Programme for Government National Clinical Framework; NHS Outcomes Framework etc</li></ul> <p>2 pages</p>
<p>Introduction to our Strategic and Planning Objectives</p> <ul style="list-style-type: none"><li>• Our Strategic Objectives</li><li>• Our Planning Objectives</li><li>• Assurance of progress including outcome measures and the BAF</li></ul> <p>2 pages</p>
<p>Our on-going response to COVID-19</p> <ul style="list-style-type: none"><li>• Modelling / assumptions</li><li>• Field Hospitals</li><li>• Vaccinations</li><li>• TTP</li></ul> <p>This will address the Ministerial Priority on COVID-19 Response</p> <p>3 pages</p>
<p>Recovery of Services from COVID-19</p> <ul style="list-style-type: none"><li>• Assumptions</li><li>• Bed Plan</li><li>• Recovery Plan including regional opportunities</li><li>• Activity profiles / MDS</li></ul> <p>This will address the Ministerial Priority on NHS Recovery</p> <p>3 pages</p>
<p>Our approach to the triangulation of Plans, and our roadmap to sustainability</p> <p>4 pages</p>
<p><b>Strategic Objective 1 – Putting people at the heart of everything we do</b></p> <ul style="list-style-type: none"><li>• Workforce plan</li><li>• Synopsis of Planning Objective actions</li></ul> <p>Will include:</p> <ul style="list-style-type: none"><li>• Staff wellbeing</li><li>• Workforce targets</li><li>• Workforce plan</li><li>• Single Point of Contact</li></ul> <p>This will address the Ministerial Priority on supporting the health and care workforce</p> <p>4 pages</p>

## **Strategic Objective 2 – Working together to be best we can be**

- Synopsis of Planning Objective actions

Will include:

- Communications; Engagement; Welsh Language
- Carers
- Clinical education

4 pages

## **Strategic Objective 3 – Striving to deliver and develop excellent services**

- Synopsis of Planning Objective actions

Will include:

- Quality and Standards
- Improving Together
- Our regulatory obligations
- Research and Innovation

4 pages

## **Strategic Objective 4 – The best health and wellbeing for our communities**

Synopsis of Planning Objective actions

Will include:

- Public Health and Prevention (Ministerial Priority)
- Social Prescribing and Social Model for Health
- Therapies
- Working with social care (Ministerial Priority)
- Transformation Funding
- PSBs and RPBs
- Regional working

4 pages

## **Strategic Objective 5 – Safe, sustainable, equitable and kind care**

Synopsis of Planning Objective actions

Will include:

- PBC and wider capital
- Planned Care
- Unscheduled Care/6 Urgent Emergency Care Goals
- Integrated Locality Planning including Primary Care; Cluster Planning and Care Closer to Home (NHS Planning Framework)
- Mental Health (Ministerial Priority)
- Pharmacy
- Diagnostics
- Clinical Effectiveness

4 pages

### **Strategic Objective 6 – Sustainable use of resources**

- Financial Plan
- Savings Plan
- Roadmap to sustainability
- Synopsis of Planning Objective actions

Will include:

- Value Based Health Care
- Digital
- Foundational Economy (NHS Planning Framework priority)

This will address the Ministerial Priority on NHS finance and managing within resources

4 pages

### **Governance including support, delivery, monitoring and assurance of and to the Plan**

Will include:

- Board Assurance Framework
- Role of the Committees in assuring Planning Objectives and Plan delivery
- Role of Transformation, Service Improvement, Performance and Planning

2 pages

### **Technical Documents**

The Plan will need to ensure that:

- **We set out clear actions and milestones that demonstrate how planning intentions will be achieved (NHS Planning Framework priority)**
- **We triangulate finance, activity and workforce in the plans (NHS Planning Framework priority)**
- Key enablers such as digital; capital; estates; research and development; regional working; communications and engagement are clearly visible
- Operational, financial and workforce narratives are consistent and integrated (although by their sheer nature they sit in different areas of the Plan)
- Clear signposting to NHS Planning Framework is available to provide assurance to WG, to include:
  - Wellbeing and Future Generations
  - National Clinical Framework
  - Foundational Economy
- Each Planning Objective provides an overview of Deliverables and Milestones
- Clear signposting to the 8 Ministerial Priorities:
  - COVID-19 Response
  - NHS Recovery
  - Working alongside social care



- A Healthier Wales
- NHS finance and managing within resources
- Mental Health and emotional wellbeing
- Supporting the health and care workforce
- Population health (notably through the lens of pandemic experience and health inequity)