



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 October 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Developing the Integrated Medium Term Plan for the Period 2022 to 2023 and 2024 to 2025
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategic Development and Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Daniel Warm, Head of Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

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 2022/2025; this is predicated on 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, 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 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)
- WG's confidence in HDdUHB's ability to deliver on these plans
- Demonstrable alignment across service, finance and workforce plans

Asesiad / Assessment

HDdUHB has begun the development of its plan.

Informal discussions with WG

The Director of Strategic Development and Operational Planning met with WG Planning colleagues for an informal discussion on the development of the plan. Key points of discussion included:

- NHS Planning Framework is not imminent, however is likely to be a relatively short document focusing on the 8 Ministerial priorities
- The development of the document structure around our Strategic and Planning Objectives seems reasonable
- Documents should be concise – preferably 30 to 40 pages, anything over 80 pages would be too long with too much narrative as the document needs to be action focused
- How will our POs address/drive outcomes; increased quality; avoidance of harm
- At present there is still an expectation that an IMTP will be required – not having one causes legal issues – however this is clearly a very live debate
- Need to be clear on our planning assumptions, both COVID and non-COVID
- We offered to share our proposed Planning Objectives with WG to see if there are any gaps from their perspective
- We have agreed to meet again in 4 to 6 weeks' time
- WG encouraged us to speak to relevant Policy leads in WG

Review and updating of Planning Objectives

To support the development of the IMTP, a review of the current Planning Objectives has been undertaken with the Executive Team. In summary, all current Planning Objectives have been reviewed in order to understand which:

- Have already been completed (and will now become 'business as usual' activities)
- Are due to conclude by the end of 2021/2022, and whether these will require a new 'follow-on' Planning Objective or not
- Are due to continue into 2022/2023 and beyond, and whether these will continue, require amendment or cease
- Are deferred from 2021/22 and whether these will start, continue to be deferred, or will be abandoned

In addition, the Executive Team has reviewed the current set of Planning Objectives against the Board Assurance Framework, the National Clinical Framework, the Minister's priorities and the Programme for Government to identify any potential gaps in our planning objectives which we will need to address as part of this IMTP cycle.

Templates

A series of planning templates have been co-produced between Planning; Workforce; Finance and assured with representatives from the Operational Directorate. These were distributed in September 2021. The templates include:

- Summary of plans, and includes:
 - Goal
 - Key Deliverables
 - Timeline
 - KPIs
 - Lead / Responsible Person
 - What PO does this address?
 - Primary WG Priority
 - Secondary WG Priority

- Relevant risk reference numbers on service risk registers
- Interdependencies between this and other service plans
- Enablers
- Risk Log
- Workforce requirements
- Finance – opportunities and savings
- Finance - investments

This key triangulation of plans; workforce and finance, is supported by on-going meetings between the lead Executives, to ensure better alignment and integration.

Timelines

HDdUHB is working on the understanding that a completed plan must be ready, subject to Board approval, to be submitted to WG by 28th February 2022.

Planning Steering Group

To support the development of the plan, a Planning Steering Group, chaired by the Director of Strategic Development and Operational Planning, has been convened to meet on a fortnightly basis. The purpose of the Group is to scrutinise, review, produce and develop the production of the Plan 2022/2025 for HDdUHB which will be formally submitted to WG, subject to Board approval. The Planning Steering Group will report to the Executive Team.

Executive Team

The Executive Team has dedicated alternate Wednesday meetings to the development of the IMTP.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to:

- Note the steps being taken to develop an Integrated Medium Term Plan for the three year period 2022 to 2025.

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 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
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable

Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply
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Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	NHS Planning Framework
Rhestr Termau: Glossary of Terms:	Included within 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:	Executive Team Board Seminar For Planning Objectives – Individual Committee’s responsible for the assurance of those Planning Objectives aligned to them

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	This is a key component in the delivery of the IMTP 2022 to 2025
Ansawdd / Gofal Claf: Quality / Patient Care:	This is a key component in the delivery of the IMTP 2022/25
Gweithlu: Workforce:	This is a key component in the delivery of the IMTP 2022 to 2025
Risg: Risk:	Risks will be assessed as part of the ongoing process of both the development of the IMTP 2022 to 2025 and its subsequent monitoring
Cyfreithiol: Legal:	As above
Enw Da: Reputational:	HDdUHB needs to meet the targets set in order to maintain a good reputation with WG, 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.