



**PWYLLGOR ADNODDAU CYNALIADWY
SUSTAINABLE RESOURCES COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	22 October 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update Report
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
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

A revised set of 10 Planning Objectives (PO) has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2024/25. The POs set out the aims of the organisation, *i.e.* the horizon that HDdUHB is driving towards over the long term, as well as a set of specific, measurable actions, which move the organisation towards that horizon over the next year.

For 2024/25, two Planning Objectives are aligned to the Sustainable Resources Committee (SRC), namely PO2 Financial Recovery and Route map; and PO9 Digital Plan.

As in previous years it is the expectation that SRC will receive an update on the progress made in the development (delivery) of the Planning Objectives for onward assurance to the Board through the Board Assurance Framework.

Cefndir / Background

The Planning Objectives are the bedrock of our Annual Plan for 2024/25, and this report is presented as an update to demonstrate where progress has been made in delivering the Planning Objectives aligned to the SRC.

Asesiad / Assessment

The overarching status of the two POs shows behind for PO2 (Financial Recovery and Route Map) and on-track for PO9 (Digital Plan).

Highlight reports for the individual POs can be found in **Annex 1** demonstrating evidence of the work which has been completed, as well as actions which are planned over the forthcoming months.

Argymhelliad / Recommendation

The Committee is asked to receive an assurance on the current position in regard to the progress of the Planning Objectives PO2 (Financial Recovery and Route map) and PO9 (Digital Plan) aligned to the Sustainable Resources Committee, in order to assure the Board that the Planning

Objectives are progressing and are on target, and to raise any concerns where a Planning Objectives is identified as behind in its status and/or not achieving against its key deliverables.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.2 To receive an assurance on delivery against all relevant Planning Objectives falling in the main under Strategic Objective 6 Sustainable Use of Resources (See Appendix 1), in accordance with the Board approved timescales, as set out in HDdUHB's Annual Plan.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources
Amcanion Cynllunio Planning Objectives	2 Financial recovery and route map 9 Digital plan
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	3 Year Plan and Annual Plan Decisions made by the Board since 2017-18 Recent <i>Discover</i> report, published in July 2020 Gold Command requirements for COVID-19 Input from the Executive Team Report presented to Public Board in September 2020
Rhestr Termiau: Glossary of Terms:	Explanation of terms is included within the report

Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Public Board - March 2024 (acceptance of 2024/25 Planning Objectives as part of the 2024/25 Annual Plan)
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any financial impacts and considerations are identified in the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report
Gweithlu: Workforce:	Any issues are identified in the report
Risg: Risk:	Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed.
Cyfreithiol: Legal:	Any issues are identified in the report
Enw Da: Reputational:	Any issues are identified in the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

Planning Objective 2: Developing Roadmap to Financial Sustainability

Executive Lead: Huw Thomas, Director of Finance

Reporting Period: September 2024

Overall Status: Behind

Key Achievements over 2024/25

- Developed detailed financial forecasting model, incorporating aspects of demographic shift in coming decade, impact of likely new treatments commissioned via Welsh Health Specialist Services Committee (WHSSC), likely levels of income change, and other strategic factors.
- Modelling of key deliverables, for example bed demand or bed capacity completed, to facilitate recognition of scale of challenge needed to cope with demand increases in future years.
- Links to other workstreams established, including modelling arising from Clinical Services Plan workstream, long term modelling for *A Healthier Mid and West Wales*, community or out of hospital planning.
- Initial modelling of retirement, recruitment, retention and retraining needs undertaken with support from Human Resources and Organisational Development.
- Engagement session with clinical leaders undertaken.
- Engagement with senior leaders – via Board Seminars and Executive Team briefing – undertaken to raise awareness.

Outstanding Actions / Elements Still to be Completed

- Key strategic change priorities – such as ward closures or significant funded bed base reduction yet to be agreed or implemented.
- Detailed planning of staffing, assets and facilities not undertaken – such quantification would require detailed and specific transformational proposals.
- Potential change to *A Healthier Mid and West Wales* strategy not yet fully quantified or adopted.
- Wider relationship with other partners – for example Public Health Wales and Local Authorities – still to be developed. Wider determinants of Health and the role of social care and associated demand and supply impacts not therefore explicitly considered as part of initial phase.
- Impact of Route Map on commissioned services not yet fully understood or planned for.

Any Other Comments / General Observations

- It is likely that this exercise will morph into a short-term focussed future planning objective, given Welsh Government (WG) expressed desire that Health Boards across Wales will be expected to reduce service delivery and costs to meet available funding.
- Initial engagement sessions through Board Seminars, Executive Team briefings and clinical engagement session have demonstrated willingness to challenge conventional wisdom and current service delivery models. Key action in any related future Planning Objective will be to deepen the conversation and translate into key proposals for revised service delivery, including amalgamation, reduction in service provision and transformation of key aspects of care delivery such as non-elective and acute care.
- In-year focus on identifying and adopting short-term savings has deflected from adopting key proposals within Route Map.

Planning Objective 9: Digital Agenda

Executive Lead: Huw Thomas, Director of Finance

Reporting Period: September 2024

Overall Status: On-Track
Rationale for overall status (please provide a brief summary of current progress indicating any key highlights or potential barriers to delivery)
 Following the approval of the Strategic and Management Case by the Board in November 2023. The Pre-Qualification Questionnaire (PQQ) has been released to the market with a closing date of the 15 April 2024. The results of the PQQ were assessed and 5 companies were selected to be taken forward to full tender proposal. A tender review meeting was held 2 September, where the 3 companies were shortlisted to 3 suppliers who were involved in formal interview. The interviews took place 16 September 2024, and a supplier was chosen following interviews and presentation.

Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):
 The planned outcome of this work is to award a 10-year strategic partner to support digital transformation within the Health Board. The strategic partner will also support the implementation of a number of critical systems within the health board such as Electronic Prescription and Medicines Administration (ePMA), Patient Flow and eObservations, and review of the digital strategy for the Health Board.

- Activities completed in previous reporting period**
- Supplier Day (31 January 2024) – attended by 28 suppliers
 - PQQ has been released to the market, along with all the associated documentation
 - PQQ assessment day complete
 - Long listing of suppliers completed
 - Review of Tender Specifications
 - Formal interviews and presentations.

- Activities planned for next milestone and reporting period**
- Further reporting to the Executive Team, Sustainable Resources Committee and then onto Board (November 2024)

Any Other Comments / General Observations

Matters for information:
 There has been significant interest from the market in becoming a strategic partner for Hywel Dda University Health Board. WG are also very positive on the approach and the work undertaken to date.

Risks to delivery:
 None

Any other comments:
 None