



**PWYLLGOR ADNODDAU CYNALIADWY  
SUSTAINABLE RESOURCES COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	25 June 2024
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Planning Objectives Update Report
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	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.

The description and specific measurable actions of the POs as detailed in the 2024/25 Annual Plan, can be found in **Annex 1**.

Asesiad / Assessment

The overarching status of the two POs shows complete 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 2** demonstrating evidence of the work which has been completed, as well as actions which are planned over the forthcoming months

## Argymhelliad / Recommendation

The Sustainable Resources Committee is asked to **RECEIVE 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 <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	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: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	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 Termau: Glossary of Terms:	Explanation of terms is included within the report
Partion / 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)

<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	Any financial impacts and considerations are identified in the report
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	Any issues are identified in the report
<b>Gweithlu:</b> <b>Workforce:</b>	Any issues are identified in the report
<b>Risg:</b> <b>Risk:</b>	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.
<b>Cyfreithiol:</b> <b>Legal:</b>	Any issues are identified in the report
<b>Enw Da:</b> <b>Reputational:</b>	Any issues are identified in the report
<b>Gyfrinachedd:</b> <b>Privacy:</b>	Not Applicable
<b>Cydraddoldeb:</b> <b>Equality:</b>	Not Applicable

## ANNEX 1: SCOPE AND ACTIONS FOR PLANNING OBJECTIVES 2 AND 9 AS SHOWN IN THE 2024/25 ANNUAL PLAN

### Planning Objective 2 - Financial Recovery and Route Map

Scope	Aim	Deliverables / actions	Q1	Q2	Q3	Q4
<p>The Health Board submitted an Accountable Officer letter to Welsh Government in February 2024 to notify them that the Health Board will not be able to deliver against its statutory financial duties for 2024/25 and therefore will not be submitting a balanced financial plan. It is expected that this plan will not be acceptable to Welsh Government given its proposed financial deficit.</p> <p>With the Health Board still requiring to submit an acceptable and approvable financial plan, developing deliverable plans to demonstrate a recurrent and rapid improvement in the financial trajectory is necessary and paramount, recognising it will span a multi-year timeline given the extent of the current financial deficit.</p>	<p>Facilitate and influence a focus on finance across all delegated executive officer portfolios to continually support the identification and development of opportunities into credible and deliverable savings plans.</p>	Alignment of financial accountability within the Health Board Escalation Framework	x			
		De-risking 2024/25 financial plan to ensure savings requirement is fully identified with deliverable schemes into Green and Amber status	x			
	Further de-risking 2024/25 financial plan to improve the planned deficit beyond £64.0m, moving towards the target control total of £44.8m		x			
	Monthly cycle of a single and comprehensive opportunities listing, with the identification and development of stages reported with owners and timelines	<p>Ensure a constant monthly cycle is driven to continually highlight opportunities available.</p>	x			
Through delegated executive officer acceptances of opportunities, develop a board approved multi-year route map				x		

Primary Objectives	Secondary Objectives (Enablers to Primary Objectives)	Measurement Method	Outcome/Output
Value and Sustainability Board Initiatives For further information please see slide on the Value and Sustainability Board and how we are taking the priorities forward	Implement initiatives arising from the Value and Sustainability Board across the five thematic areas: Workforce, Medicines Management, Continuing Health Care (CHC) / Funded Nursing Care (FNC), Procurement and non-pay, Clinical Variation/Service Configuration	Effectiveness adoption and implementation of initiatives under the Value and Sustainability Board. Financial Analysis Clear Plans with Trajectories and Milestones	Reduction in expenditure Clear adoption of the Outputs of the Value and Sustainability Board
Long Term Financial Roadmap	Develop a long-term financial roadmap aligned with workforce strategies and Clinical Services Plan and a healthier mid and west Wales assumptions	Board endorsed Financial Roadmap	Board Approved Financial Roadmap Alignment with a Healthier Mid and West Wales

## Planning Objective 9 - Digital Strategic Plan

Scope	Aim	Deliverables /actions	Q1	Q2	Q3	Q4
To begin to realise the opportunities arising from the Digital Strategy in response to AHMWW by appointing a Commercial Transformation Partner arrangement to support with the implementation of large-scale digital transformation projects across the Health Board and the region.	Approval by the Board for a Digital Strategic Partner Appointment of Strategic Partner, and review of the business imperatives (needs) of the health board to deliver digital transformation	Board approval			x	
		Contract awarded			x	
		First work package delivered				x
To work with WG to secure funding for the roll-out of ePMA, and a patient flow and e-observation system.		Board approval	x			
		Contract awarded		x		
		Commencement of roll-out				x
To implement the following key system developments which have been previously agreed, and ensure benefits are being realised: 1. Welsh Intensive Care Information System 2. PROMs and PREMs system 3. Hybrid print and post	<ul style="list-style-type: none"> <li>Ensuring that systems are implemented across the Health Board and a benefits realisation approach is embedded.</li> </ul>	Implementation and benefits realisation approach	x	x	x	x
To ensure that future planning is progressed for the following key system developments: 1. Re-procurement of the Laboratory Information Management System 2. The Integrated Eye Care Electronic Health Record 3. Development of a Community Information System 4. Development of Maternity and Paediatric record systems.	<ul style="list-style-type: none"> <li>That the Health Board is actively engaging in development activity undertaken across NHS Wales and with Welsh Government.</li> </ul>					

**Planning Objective:** PO2 Financial Recovery and Route Map

**Executive Lead:** Huw Thomas, Director of Finance

**Reporting Period:** May 2024

**Overall status:** Complete  
**Rationale for overall status (please provide a brief summary of current progress indicating any key highlights or potential barriers to delivery):**  
 Final proposals for financial sustainability have been created

- **Progress against planned outcomes / trajectories / milestones (please provide SPC/data charts and an explanation of any variances):**  
 Final detailed proposals to return the health board to a sustainable financial position have been created and disseminated to Executive Team
- Health Board is considering adopting the proposals, that were approved in Value and Sustainability sub-committee on 15 May 2024
- Final submission of the proposals (or any subsequent revision) is expected to be submitted to NHS Wales Deputy Chief Executive, in response to a communication requiring submission

**Activities completed in previous reporting period**

- Final proposals setting out actions necessary to deliver financial sustainability created, based on detailed assessment of areas of variation in cost and activity between Hywel Dda University Health Board (HDDUHB) and the other Health Boards in Wales.

**Activities planned for next milestone and reporting period**

- None

**Any other Comments**  
**Matters for information:** As with previous financial recovery proposals, they are based on detailed comparative information with other Welsh Health Boards and NHS England Integrated Care Systems (ICS) and providers, they are viewed through a financial lens. Accordingly, no account has been taken of the political or other risks to delivery.

**Risks to delivery:** Key risk is to operational effectiveness whilst the proposals are adopted

**Any other comments:** None



**Submitted By:** Anthony Tracey, Digital Director

**Date Submitted:** June 2024



**Planning Objective:** PO9 Digital Strategic Plan

**Executive Lead:** Huw Thomas, Director of Finance

**Reporting Period:** June 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<sup>th</sup> April 2024. The results of the PQQ will be assessed ready to invite a number of companies to complete the full Invitation to Tender (ITT).

The PQQ were returned and assessed, and a final long listing report has been produced ready to publish the letters inviting 5 companies to provide the full tender response.

**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 Prescribing and Medicines Administration (ePMA).

**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

**Activities planned for next milestone and reporting period**

- The selected vendors to supply full tenders
- Further reporting to the Executive Team. Sustainable Resources Committee and then onto Board

**Any other Comments**

**Matters for information:** There has been significant interest from the market in becoming a strategic partner for HDdUHB. Welsh Government (WG) are also very positive on the approach and the work undertake to date.

**Risks to delivery:** None

**Any other comments:** None