

Implementing the annual plan

Delivery Update

April 2024

Board Seminar



Agenda



- 2 2024/25 Embedding the financial plan
- 3 Saving plans
- 4 Realising new opportunities

Appendix:



Savings scheme detail by Directorate

Month 12 2023/24: Savings Performance

DIGITAL 50.000 50.000 331.000 381.000 381.000 FACILITES 17.083 0 331.000 381.000 381.000 381.000 HEALTH BOARD WIDE 8.837 8.837 0 131.000 131.000 131.000 131.000 LTAS WITH OTHER NIS PROVIDERS 9.844 9.844 0 118.128 119.128 MEDICIAL DIRECTOR 68.778 05.2778 0 329.000 329.000 200.00 500.000 OINCIGUE AL DIRECTOR 68.778 05.29.07 1321.000 1.321.000 0.00 0.000 0.000 500.000 0.000 500.000	In-Year Plan £'000	Directorate	Mth Plan	Mth Actual	Mth Var	Annual Plan	Annual Act	Annual Var
FACILITIES 17,083 17,083 0 205,000 204,996 FRANCE 534,871 534,871 0 6,001,592 6,000,592 6,000 <	Saving	CHIEF EXECUTIVE	23,608	23,608	0	229,976	229,976	0
FINANCE 9.837 9.837 0 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 131.000 132.000 142.000 142.000 142.000<		DIGITAL	50,000	50,000	0	361,000	361,000	0
HEALTH BOARD WDE 534 871 534 871 0 6,001 592 6,010 592 6,0		FACILITIES	17,083	17,083			204,996	4
LTAS WITH OTHER NHS PROVIDERS 9,844 9,847 9,847 0 118,128 112,100 132,1000 130,1000 130,1000 130,1000 120,100 110,100 110,100 110,10		FINANCE	8,837	8,837	0	131,000	131,000	0
MEDICAL DIRECTOR 59.778 50.775.500 60.755.500		HEALTH BOARD WIDE	534,871	534,871	0	6,001,592	6,001,592	0
MEDICINES MANAGEMENT 110.065 100.065 0 13.21.000 1.321.000 1.021.000 30.572 MIRSING MASJAS 50.426 132.907 1.200.000 396.567 833.000 500.000 396.576 833.000 500.000 30.576 833.000 100.000 30.576 833.000 200.00 200.00 200.00 200.00 200.00 200.00 200.00 200.00 200.00 200.00 200.00 200.00 200.000 200.00 200.00<		LTA'S WITH OTHER NHS PROVIDERS	9,844	9,844	0	118,128	118,128	0
MENTAL HEALTH & LD		MEDICAL DIRECTOR	58,778	58,778	0	329,000	329,000	0
NURSING ONCOLOGY & CANCER SERVICES PATHOLOGY 43.338 10.000 33.338 560.000 80.000 500.000 PLANNED CARE PATHOLOGY 18,843 18,243 0 220,000 200,000		MEDICINES MANAGEMENT	110,085	110,085	0	1,321,000	1,321,000	0
ONCOLOGY & CANCER SERVICES 11/243 11/243 10/243 0 216/916 216/916 0 PLANNED CARE 206/639 247,290 (41,680) 2,006/407 (371,771) PRIMARY CARE MANAGEMENT 117,700 117,000 117,000 117,000 117,000 (371,771) RADIOLOGY THERAPIES 20,424 20,424 0 245,000 247,000 41,000 41,000 41,000 41,000 240,000 267,000 122,744 0 322,797 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000 46,000 66,000 66,000 66,000 66,000 66,000 66,000 66,000 66,000 66,000 66,000		MENTAL HEALTH & LD	183,333	50,426	132,907	1,200,000	366,597	833,403
PATHOLOGY 16,663 16,663 0 200,000 200,		NURSING	43,338	10,000	33,338	580,000	80,000	500,000
PLANNED CARE 206,639 247,299 (41,660) 2.005,407 2.377,178 (371,771) RADIOLOGY FRADELOGY 147,250 157,500 067,650 667,650 667,650 0 STRATEG(C) PLANNING 64,750 044,750 047,000 112,274 0 122,741 0 122,741 0 122,741 0 122,741 0 122,741 0 122,741 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000 10,000		ONCOLOGY & CANCER SERVICES	18,243	18,243	0	218,916	218,916	0
PRIMARY CARE MANAGEMENT 157,500 0 697,650 697,650 0 RADIOLOGY 14,250 14,250 0 117,000 117,000 0 STRATEGIC PLANING 64,750 64,750 0 325,000 228,150 UNSCHEDULED CARE BRONGLAIS 58,156 0 58,156 0 360,146 3,309,239 0 3,309,239 UNSCHEDULED CARE FINCE PHILIP 29,217 0 29,217 10 29,217 0 122,744 0 122,744 0 122,744 0 122,744 0 122,744 0 122,744 0 122,747 0 122,747 0 122,747 0 122,747 0 122,747 0 122,747 0 122,747 0 122,744 0 124,773,97 777,997 777,997 777,997 777,997 777,997 777,997 777,997 160,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,		PATHOLOGY	16,663	16,663	0	200,000	200,000	0
PRIMARY CARE MANAGEMENT 157,500 0 697,650 697,650 0 RADIOLOGY 14,250 14,250 0 117,000 117,000 0 STRATEGIC PLANING 64,750 64,750 0 325,000 228,150 UNSCHEDULED CARE BRONGLAIS 58,156 0 58,156 0 360,146 3,309,239 0 3,309,239 UNSCHEDULED CARE FINCE PHILIP 29,217 0 29,217 10 29,217 0 122,744 0 122,744 0 122,744 0 122,744 0 122,744 0 122,744 0 122,747 0 122,747 0 122,747 0 122,747 0 122,747 0 122,747 0 122,747 0 122,744 0 124,773,97 777,997 777,997 777,997 777,997 777,997 777,997 777,997 160,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,		PLANNED CARE	205,639	247,299	(41,660)	2,005,407	2,377,178	(371,771)
STRATEGIC PLANNING THERAPIPES 64,750 20,424 64,750 20,424 0 437,000 245,000 437,000 245,000 437,000 245,000 437,000 245,000 437,000 43,000 430,000 430,000 430,000 440,000 447,000 442,230 446,230 462,258,77 467,614 <th></th> <th>PRIMARY CARE MANAGEMENT</th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th>		PRIMARY CARE MANAGEMENT						
THERAPIES 20,424 00 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 256,112 228,151 UNSCHEDULED CARE PRINCE PHILP 29,217 0 29,217 122,740 0 122,743 1000 1000 1000 10,000 10,000 10,000 10,000 10,000 10,000 10,112 22,238,873 10,000 100,000 10,000 10,000 <th></th> <th>RADIOLOGY</th> <th>14,250</th> <th>14,250</th> <th>0</th> <th>117,000</th> <th>117,000</th> <th>0</th>		RADIOLOGY	14,250	14,250	0	117,000	117,000	0
THERAPIES 20,424 00 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 245,000 256,112 228,151 UNSCHEDULED CARE PRINCE PHILP 29,217 0 29,217 122,740 0 122,743 1000 1000 1000 10,000 10,000 10,000 10,000 10,000 10,000 10,112 22,238,873 10,000 100,000 10,000 10,000 <th></th> <th>STRATEGIC PLANNING</th> <th></th> <th></th> <th>0</th> <th>· · · · · ·</th> <th></th> <th></th>		STRATEGIC PLANNING			0	· · · · · ·		
UNSCHEDULED CARE BRONGLAS UNSCHEDULED CARE GLANGWILI UNSCHEDULED CARE PRINCE PHILIP UNSCHEDULED CARE WITHYBUSH WOMEN & CHILDREN WORKFORCE & OD 350,146 0 350,146 3,309,239 0						· · · · · ·	· · · · · · · · · · · · · · · · · · ·	
UNSCHEDULED CARE GLANGWILI UNSCHEDULED CARE PRINCE PHILIP 29,217 0 3309 239 0 3,309 239 WISCHEDULED CARE WITHYBUSH UNSCHEDULED CARE WITHYBUSH WORKFORCE & OD 23,330 228,300 2267,957 267,957 100 WORKFORCE & OD 131,333 131,333 0 777,997 777,997 10,000 <		UNSCHEDULED CARE BRONGLAIS		· · · · · · · · · · · · · · · · · · ·	58,156	· · · · ·	· · · · · · · · · · · · · · · · · · ·	
UNSCHEDULED CARE PRINCE PHILP UNSCHEDULED CARE WITHYBUSH WOMEN & CHILDREN 29,217 0 29,217 122,740 0 122,741 WORKFORCE & OD 131,333 0 288,000 287,957 267,950 267,957 267,950 267,950 267,957 267,950 267,950 267,955 23,254,452 342,083 000 0 100,000 0 100,000 0 100,000 0 10,000 40,000 0 27,9201 7,336,666		UNSCHEDULED CARE GLANGWILI				· · · · ·	· · · · · · · · · · · · · · · · · · ·	
UNSCHEDULED CARE WITHYBUSH WOMEN & CHILDREN 41,000 0 288,000 267,000 1,000 WORK-ORCE & OD 131,333 23,330 267,957 267,957 267,957 0 Saving Total 2,171,262 1,609,158 562,105 18,637,865 15,015,100 4,622,760 Productivity FACILITIES 30,250 9,792 20,458 363,000 10,000 10,000 0 65,000 66,000 60,000 6					,	· · · ·		
WOMEN & CHILDREN WORKFORCE & OD 23 330 23 330 0 267,957								
WORKFORCE & OD PERFORMANCE 131,333 131,333 0 777,997 777,907 777,97 44,621 33,333 13,333 13,333 104,33 104,752 52,325,452 342,083 64,00,06				· · · · · · · · · · · · · · · · · · ·	0	· · · · ·		· · · · ·
PERFORMANCE 1833 833 0 10,000 10,000 0000 Saving Total 2,171,282 1,609,188 562,105 19,637,865 15,015,100 4,622,766 Productivity FACILITIES 30,250 9,792 20,458 363,000 10,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 140,000 (70,000 10,000 0 00,00 10,00						,		
Saving Total 2,171,262 1,609,168 562,105 19,637,865 15,015,100 4,622,766 Productivity FACILITIES 30,250 9,792 20,458 333,000 104,125 256,877 ONCOLOGY & CANCER SERVICES 13,333 13,333 0 70,000 140,000 (70,000 PLANNED CARE 407,966 402,175 5,791 4,766,476 4,702,099 64,302 UNSCHEDULED CARE GLANGWILI 227,295 227,295 0 2,667,535 2,325,452 342,083 WOMEN & CHILDREN 10,000 0 10,000 40,000 0 40,000 Run-rate reduction CARMARTHENSHIRE COUNTY 44,762 44,762 0 446,913 466,913 (0 CEREDIGION COUNTY 1,361 1,361 1,345 1,7455 167,278 (27 MEDICINES MANAGEMENT 416,236 449,762 0 446,913 400,000 5000 100,000 5000 100,000 5000 100,000 50,000 13,232 (3,240						,		
Productivity FACILITIES ONCOLOGY & CANCER SERVICES 30,250 9,792 20,458 383,000 104,125 258,875 ONCOLOGY & CANCER SERVICES 13,333 13,333 0 70,000 140,000 (70,000 PATHOLOGY 8,000 8,000 0 65,000 65,000 64,363 UNSCHEDULED CARE GLANGWILI 227,295 0 2,667,535 2,325,452 342,083 WOMEN & CHILDREN 10,000 0 10,000 40,000 0 40,000 0 Productivity Total CARMARTHENSHIRE COUNTY 44,762 0 446,913 446,913 (00 0 Run-rate reduction CARMARTHENSHIRE COUNTY 1,361 1,361 0 167,251 167,278 (27 MEDICINES MANAGEMENT 416,236 499,222 (82,987) 1,345,028 1,475,266 (130,239 ONCOLOGY & CANCER SERVICES 20,000 20,000 0 105,000 100,000 5,000 PATHOLOGY 142,380 145,600 (3,240) 26,123	Saving Total						· · · · · · · · · · · · · · · · · · ·	
PATHOLOGY 8,000 8,000 0 65,000 65,000 66,000 PLANNED CARE 407,966 402,175 5,791 4,766,476 4,702,089 64,383 UNSCHEDULED CARE GLANGWILI 227,295 227,295 0 2,667,535 2,325,452 342,083 WOMEN & CHILDREN 10,000 0 10,000 40,000 40,000 40,000 Productivity Total CARMARTHENSHIRE COUNTY 44,762 446,913 446,913 (0) CEREDIGION COUNTY 1,361 1,361 0 167,251 167,278 (27) MEDICINES MANAGEMENT 416,236 499,222 (82,987) 1,345,028 1,475,266 (130,239) MENTAL HEALTH & LD 1,305 1,305 0 117,45 117,45 (27) MENTAL HEALTH 416,236 499,222 (82,987) 1,345,028 1,475,266 (130,239) ONCOLOGY & CANCER SERVICES 20,000 0 105,000 100,000 5,000 PATHOLOGY 142,360 146,600	Productivity	FACILITIES	30,250	9,792	20,458	363,000	104,125	258,875
PLANNED CARE 407,966 402,175 5,791 4,766,476 4,702,089 64,387 UNSCHEDULED CARE GLANGWILI WOMEN & CHILDREN 227,295 227,295 0 2,667,535 2,325,452 342,083 Run-rate reduction CARMARTHENSHIRE COUNTY 44,762 44,762 0 446,913 446,913 (0 CEREDIGION COUNTY 11,381 1,381 0 167,251 167,278 (27 MEDICINES MANAGEMENT 416,236 499,222 (82,987) 1,345,028 1,475,266 (130,239 MENTAL HEALTH & LD 1,305 1,305 0 117,455 117,455 0 ONCOLOGY & CANCER SERVICES 20,000 20,000 0 105,000 100,000 5,000 PLANNED CARE 80,493 50,494 29,999 290,082 220,082 69,995 PLANNED CARE 80,493 50,494 29,999 290,082 220,082 69,995 PLANNED CARE 80,000 42,000 38,000 424,000 644,000 644,000		ONCOLOGY & CANCER SERVICES	13,333	13,333	0	70,000	140,000	(70,000)
UNSCHEDULED CARE GLANGWILI 227,295 227,295 0 2,667,535 2,325,452 342,083 Productivity Total 696,844 660,595 36,249 7,972,011 7,336,666 635,344 Run-rate reduction CARMARTHENSHIRE COUNTY 44,762 0 446,913 446,913 (07) MEDICINES MANAGEMENT 416,236 499,222 (82,987) 1,345,028 1,475,266 (130,239) MENTAL HEALTH & LD 1,305 1,305 0 11,745 11,745 (130,239) PATHOLOGY 142,360 145,600 (3,240) 210,080 213,320 (3,240) PATHOLOGY 142,360 145,600 (3,240) 210,080 213,320 (3,240) PEMBROKESHIRE COUNTY 2,903 2,903 0 26,123 <th></th> <th>PATHOLOGY</th> <th>8,000</th> <th>8,000</th> <th>0</th> <th>65,000</th> <th>65,000</th> <th>0</th>		PATHOLOGY	8,000	8,000	0	65,000	65,000	0
UNSCHEDULED CARE GLANGWILI 227,295 227,295 0 2,667,535 2,325,452 342,083 Productivity Total 10,000 0 10,000 0 40,000 0 40,000 Run-rate reduction CARMARTHENSHIRE COUNTY 44,762 447,762 0 446,913 446,913 (0 CEREDIGION COUNTY 1,361 1,361 0 167,251 167,278 (27 MEDICINES MANAGEMENT 416,236 499,222 (82,987) 1,345,028 1,475,266 (130,239) MENTAL HEALTH & LD 1,305 1,305 0 11,745 11,745 (17,745) (3,240) PATHOLOGY 142,360 145,600 (3,240) 210,080 213,320 (3,240) PEMBROKESHIRE COUNTY 2,903 2,903 0 26,123 26,123 26,123 26,123 26,123 26,123 26,123 26,123 26,123 220,002 69,999 290,082 220,002 69,999 290,082 220,082 69,999 290,082 220,082 <th></th> <th>PLANNED CARE</th> <th>407,966</th> <th>402,175</th> <th>5,791</th> <th>4,766,476</th> <th>4,702,089</th> <th>64,387</th>		PLANNED CARE	407,966	402,175	5,791	4,766,476	4,702,089	64,387
WOMEN & CHILDREN 10,000 0 10,000 40,000 40,000 Productivity Total 698,844 660,595 36,249 7,972,011 7,336,666 653,344 Run-rate reduction CARMARTHENSHIRE COUNTY 44,762 0 446,913 446,913 462,913 466,913 462,913 466,913 466,913 462,913 466,913 466,913 460,913 466,913 462,913 462,913 446,913 462,913 413,923 41,345,93 41,345,286 413,028 41,34,230 413,028 41,34,230 413,423 413,423 416,320		UNSCHEDULED CARE GLANGWILI	227,295	227,295	0			
Run-rate reduction CARMARTHENSHIRE COUNTY CEREDIGION COUNTY 44,762 44,762 0 446,913 446,913 (0 CEREDIGION COUNTY 1,361 1,361 0 167,251 167,278 (27 MEDICINES MANAGEMENT 416,236 499,222 (82,987) 1,345,028 1,475,266 (130,239 MENTAL HEALTH & LD 1,305 1,305 0 11,745 11,745 (130,239) ONCOLOGY & CANCER SERVICES 20,000 20,000 0 105,000 100,000 5,000 PATHOLOGY 142,360 145,600 (3,240) 210,080 213,320 (3,240) PLANNED CARE 80,493 50,494 29,999 290,082 20,082 69,998 PUBLIC HEALTH 161,000 161,000 0 644,000 644,000 0 RADIOLOGY 80,000 42,916 0 20,416 0 20,416 0 20,416 0 244,998 0 244,998 0 244,998 0 244,998 0		WOMEN & CHILDREN			10,000			
CEREDIGION COUNTY 1,361 1,361 0 167,251 167,278 (27) MEDICINES MANAGEMENT 416,236 499,222 (82,987) 1,345,028 1,475,266 (130,239) MENTAL HEALTH & LD 1,305 1,305 0 11,745 11,745 (130,239) ONCOLOGY & CANCER SERVICES 20,000 20,000 0 105,000 100,000 5,000 PATHOLOGY 142,360 145,600 (3,240) 210,080 213,320 (3,240) PEMBROKESHIRE COUNTY 2,903 2,903 0 26,123 26,123 69,999 PUBLIC HEALTH 161,000 161,000 0 644,000 644,000 60 RADIOLOGY 80,000 42,000 38,000 400,000 230,000 170,000 STRATEGIC PLANNING 1,333 1,333 0 8,000 80,000 424,998 0 244,998 UNSCHEDULED CARE BRONGLAIS 128,234 128,234 0 1,065,764 1,065,764 0 UNSCHED	Productivity Total		696,844	660,595	36,249	7,972,011	7,336,666	635,345
MEDICINES MANAGEMENT 416,236 499,222 (82,987) 1,345,028 1,475,266 (130,239) MENTAL HEALTH & LD 1,305 1,305 0 11,745 11,745 0 ONCOLOGY & CANCER SERVICES 20,000 20,000 0 105,000 100,000 5,000 PATHOLOGY 142,360 145,600 (3,240) 210,080 213,320 (3,240) PEMBROKESHIRE COUNTY 2,903 0 26,123 26,123 26,999 PUBLIC HEALTH 161,000 161,000 0 644,000 644,000 0 RADIOLOGY 80,000 42,000 38,000 400,000 230,000 170,000 STRATEGIC PLANNING 20,416 0 20,416 244,998 0 244,998 0 244,998 0 244,998 0 244,998 0 244,998 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Run-rate reduction	CARMARTHENSHIRE COUNTY	44,762	44,762	0	446,913	446,913	(0)
MENTAL HEALTH & LD 1,305 1,305 0 11,745 11,745 11,745 0 ONCOLOGY & CANCER SERVICES 20,000 20,000 0 105,000 100,000 5,000 PATHOLOGY 142,360 145,600 (3,240) 210,080 213,320 (3,240) PEMBROKESHIRE COUNTY 2,903 2,903 0 26,123 26,082 26,093 0 20,082 20,082 69,999 90,082 220,082 69,999 20,082 220,082 69,999 30,040 17,000 38,000 400,000 230,000 170,000 38,000 400,000 230,000 170,000 36,300,000 10,05,764 1,065,764 0		CEREDIGION COUNTY	1,361	1,361	0	167,251	167,278	(27)
ONCOLOGY & CANCER SERVICES 20,000 20,000 0 105,000 100,000 5,000 PATHOLOGY 142,360 145,600 (3,240) 210,080 213,320 (3,240) PEMBROKESHIRE COUNTY 2,903 2,903 0 26,123 26,123 26,123 0 PLANNED CARE 80,493 50,494 29,999 290,082 220,082 69,999 PUBLIC HEALTH 161,000 161,000 0 644,000 644,000 0 RADIOLOGY 80,000 42,000 38,000 400,000 230,000 170,000 0 STRATEGIC PLANNING 20,416 0 20,416 0 20,416 0 244,998 0 244,998 UNSCHEDULED CARE BRONGLAIS 1,333 1,333 0 8,000 8,000 400,000 280,000 0 UNSCHEDULED CARE GLANGWILI 122,262 122,262 0 994,810 994,810 0 UNSCHEDULED CARE WITHYBUSH 156,179 243,679 (87,500) <td< th=""><th></th><td>MEDICINES MANAGEMENT</td><td>416,236</td><td>499,222</td><td>(82,987)</td><td>1,345,028</td><td>1,475,266</td><td>(130,239)</td></td<>		MEDICINES MANAGEMENT	416,236	499,222	(82,987)	1,345,028	1,475,266	(130,239)
PATHOLOGY 142,360 145,600 (3,240) 210,080 213,320 (3,240) PEMBROKESHIRE COUNTY 2,903 2,903 0 26,123 26,123 26,123 26,123 26,123 220,082 69,995 PLANNED CARE 80,493 50,494 29,999 290,082 220,082 69,995 PUBLIC HEALTH 161,000 161,000 0 644,000 644,000 0 0 RADIOLOGY 80,000 42,000 38,000 400,000 230,000 170,000 STRATEGIC PLANNING 20,416 0 20,416 244,998 0 244,998 UNSCHEDULED CARE BRONGLAIS 128,234 128,234 0 1,065,764 1,065,764 0 0 UNSCHEDULED CARE GLANGWILI 122,262 122,262 0 994,810 994,810 0<		MENTAL HEALTH & LD	1,305	1,305	0	11,745	11,745	0
PEMBROKESHIRE COUNTY 2,903 2,903 0 26,123 26,123 26,123 26,123 26,123 26,123 26,123 26,123 26,123 26,123 20,082 69,995 20,082 69,995 20,082 69,995 20,082 69,995 20,082 69,995 20,082 644,000 644,098 0 244,998 0 244,998 0 244,998 0 244,998 0 244,998 0 244,998 0 204,67 333 1,333 0 8,000 8,000 0 0 0		ONCOLOGY & CANCER SERVICES	20,000	20,000	0	105,000	100,000	5,000
PLANNED CARE 80,493 50,494 29,999 290,082 220,082 69,995 PUBLIC HEALTH 161,000 161,000 0 644,000 644,000 0 RADIOLOGY 80,000 42,000 38,000 400,000 230,000 170,000 STRATEGIC PLANNING 20,416 0 20,416 244,998 0 244,998 UNSCHEDULED CARE BRONGLAIS 128,234 128,234 0 1,065,764 1,065,764 0 0 UNSCHEDULED CARE GLANGWILI 122,262 122,262 0 994,810 994,810 0 0 UNSCHEDULED CARE PRINCE PHILIP 34,423 34,423 0 330,463 330,463 0		PATHOLOGY	142,360	145,600	(3,240)	210,080	213,320	(3,240)
PUBLIC HEALTH 161,000 161,000 0 644,000 644,000 0 RADIOLOGY 80,000 42,000 38,000 400,000 230,000 170,000 STRATEGIC PLANNING 20,416 0 20,416 244,998 0 244,998 THERAPIES 1,333 1,333 0 8,000 8,000 400,000 20,416 0 UNSCHEDULED CARE BRONGLAIS 128,234 128,234 0 1,065,764 1,065,764 0		PEMBROKESHIRE COUNTY	2,903	2,903	0	26,123	26,123	0
RADIOLOGY 80,000 42,000 38,000 400,000 230,000 170,000 STRATEGIC PLANNING 20,416 0 20,416 244,998 0 244,998 THERAPIES 1,333 1,333 0 8,000 8,000 60000 6000		PLANNED CARE	80,493	50,494	29,999	290,082	220,082	69,999
STRATEGIC PLANNING 20,416 0 20,416 244,998 0 244,998 THERAPIES 1,333 1,333 0 8,000 8,000 0 0 UNSCHEDULED CARE BRONGLAIS 128,234 128,234 128,234 0 1,065,764 1,065,764 0 0 UNSCHEDULED CARE BRONGLAIS 122,262 122,262 0 994,810 994,810 0 0 UNSCHEDULED CARE PRINCE PHILIP 34,423 34,423 0 330,463 330,463 0		PUBLIC HEALTH	161,000	161,000	0	644,000	644,000	0
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	Run-rate reduction Tota		/			,		,



Against the £19.5m Plan Savings Target, £15.0m delivered.

<u>Savings</u>

- MHLD CHC scheme delivery lower than Plan due to revision in forecast outturn from £1.2m to £0.5m
- Health Board Wide under-delivery in relation to Family Liaison
 Officers scheme
- Planned Care Switch to Biosimilar for Wet AMD patients delivery higher than Plan
- USC GGH under-delivery in relation to Nurse Stabilisation.

Productivity

 Productivity savings schemes under-achieving for Facilities and USC GGH

Run-rate reduction

- Delay in on-boarding substantive Radiologists to reduce reliance
 on external provider
- USC WGH Nurse Stabilisation over-achievement
- Women & Children delays in on-boarding substantive staff due to Visa issues
- Medicines Management over-achievement for Velindre rebates

Please note that this table reports planned and forecasted financial information for Green and Amber RAG rated schemes only.

Embedding the financial plan



Aligned to the Welsh Government timetable of the budget allocation letter in December and Annual Plan submission deadline of March 31st, the plan has been developed and considered by Board. The next steps are to embed this within the organisation and ensure delivery.

Annual Plan sign off at Board (March)	Resulting budget adjustments processed (April)	Budget Accountability letters issued to Executive Directors by Chief Executive (April)	DoF/Exec Director Budget sign off meetings (April & May, deadline 15 May)	Onward cascade of budget delegation to Directorates as relevant	Regular reporting & accountability cycle through; Directorates, DITs, Executive Team, SRC, Board and Welsh Government	Escalation process followed, as applicable to maintain delivery
	Plan		Agree		Deliver	

Directorate Escalation Tiers: Finance domain



Level 1

No significant financial concerns

Level 2

- An in-year overspend of 3% or more of budget with a recovery plan in place, which may not fully deliver in year.
- The Directorate has not identified recurrent savings opportunities to the required level.

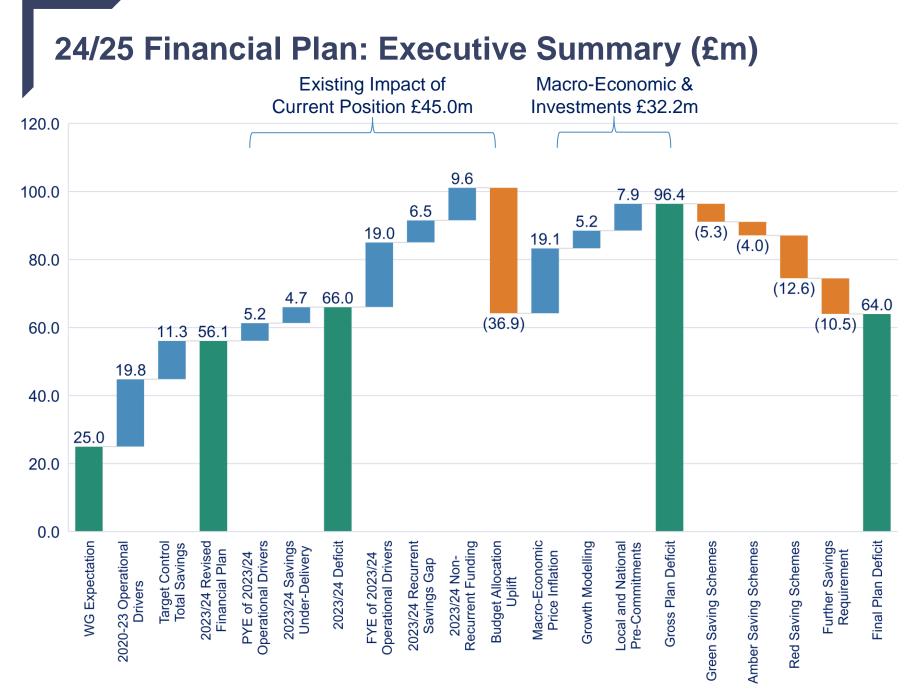
Level 3

- A history of financial challenges with limited engagement and progress in respect of opportunities to improve.
- An in-year overspend of 5% or more of budget
- No assurance over recovery actions

Performance Review Arrangements

- All: Twice yearly DIT meeting.
- Level 2: At least quarterly escalation review meeting, may be more frequent.
- Level 3: At least monthly, escalation review meeting, may be more frequent.

The escalation framework covers six domains.





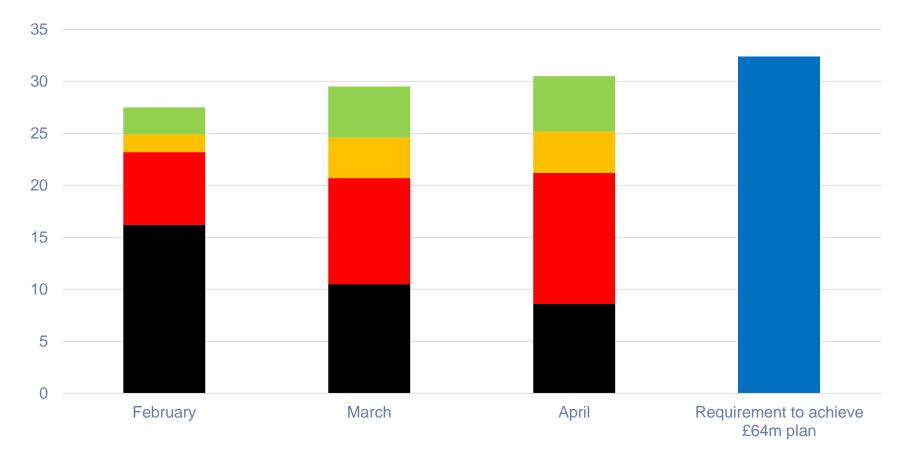
Savings requirement summary:

- WG Target Control Total: £44.8m deficit
- Financial Plan: £64m deficit
- To achieve £64m, estimated savings requirement £32.4m
- To deliver Target Control Total, a further £19.2m savings required.
- Total £51.6m savings challenge to achieve the Target Control Total.

GIG Bwrdd lechyd Prifysgol Hywel Dda University Health Board

Savings plan vs target

Through the planning process there has been some progress in generating a higher value of saving plans and progress along the BRAG ratings, with a reduction in black schemes as they have converted to RAG. As schemes are rejected from the black status, the total value identified may reduce over the coming month.



Savings Aspirations 2024/25: Executive Directors



The latest savings assessment reflects plans totalling £30.6m, summary table below.

Focusing on 2023/24 Amber and Green schemes total £9.3m. Against the starting deficit of £96.4m, this provides a trajectory to £87.1m deficit. Including Red schemes reduces this to £74.5m.

	2024/25 Saving Proposals						
Executive Owner	Black	Red	Amber	Green	2024/25 Total	Total	
	£k	£k	£k	£k	£k	£k	
Chief Executive	C	90	0	0	90	0	
Director of Finance	C	0 0	789	0	789	1,119	
Director of Nursing, Quality & Patient Experience	C	96	0	0	96	0	
Director of Operations	6,478	6,233	2,305	5,221	20,236	24,321	
Director of Primary Care, Community & Long Term Care	1,850	3,140	928	100	6,018	8,356	
Director of Public Health	C	297	0	0	297	297	
Director of Strategy and Planning	273	736	0	0	1,009	3,060	
Director of Therapies & Health Sciences	C	1,277	0	0	1,277	0	
Director or Workforce & Organisational Development		757			757	0	
Medcial Director					0	0	
TOTAL	8,601	12,625	4,022	5,321	30,569	37,153	
Recurrent/FYE	17,620	12,624	3,730	3,179		37,153	

The value of savings schemes proposed for 2024/25 has increased marginally since the second cut of the Financial Plan in February, a further £0.6m. The BRAG rating has improved, £9.3m Amber and Green, up from £4.4m.



- Green schemes: Recognised by the organisation with a robust plan and timing of delivery is certain.
- Amber Schemes: Recognised by the organisation with a robust plan where timing of delivery is uncertain.
- Red Schemes: Ideas recognised by the organisation without a plan.
- Black Schemes: Ideas under consideration without a plan.

Savings Aspirations 2024/25: Directorates (1/2)



	2024/25 Savir	g Proposals	-	-		FYE
Directorate	Black	Red	Amber	Green	2024/25 Total	Total
	£k	£k	£k	£k	£k	£k
DIRECTOR OF OPERATIONS	15	167	404	0	586	264
FACILITIES	1,078	259	570	51	1,958	1,604
MENTAL HEALTH & LD	0	1,000	0	2,626	3,626	0
ONCOLOGY & CANCER SERVICES	0	0	0	0	0	400
PATHOLOGY	0	0	0	0	0	695
RADIOLOGY	150	571	294	186	1,201	2,948
PLANNED CARE	943	78	0	0	1,021	1,021
UNSCHEDULED CARE BRONGLAIS	0	262	600	325	1,187	1,699
UNSCHEDULED CARE GLANGWILI	0	886	0	294	1,180	1,759
UNSCHEDULED CARE PRINCE PHILIP	0	1,579	0	123	1,701	2,692
UNSCHEDULED CARE WITHYBUSH	4,292	1,431	437	1,616	7,776	8,842
WOMEN & CHILDREN	0	0	0	0	0	2,397
Director of Operations TOTAL	6,478	6,233	2,305	5,221	20,236	24,321
Recurrent/FYE	11,147	8,412	1,683	3,079		24,321

Of the savings identified to date, £12.7m opportunity for 2024/25 is Black or Red, £7.5m Amber and Green schemes. N.B. Detailed breakdown of schemes included in an appendix to these slides.

Savings Aspirations 2024/25: Directorates (2/2)

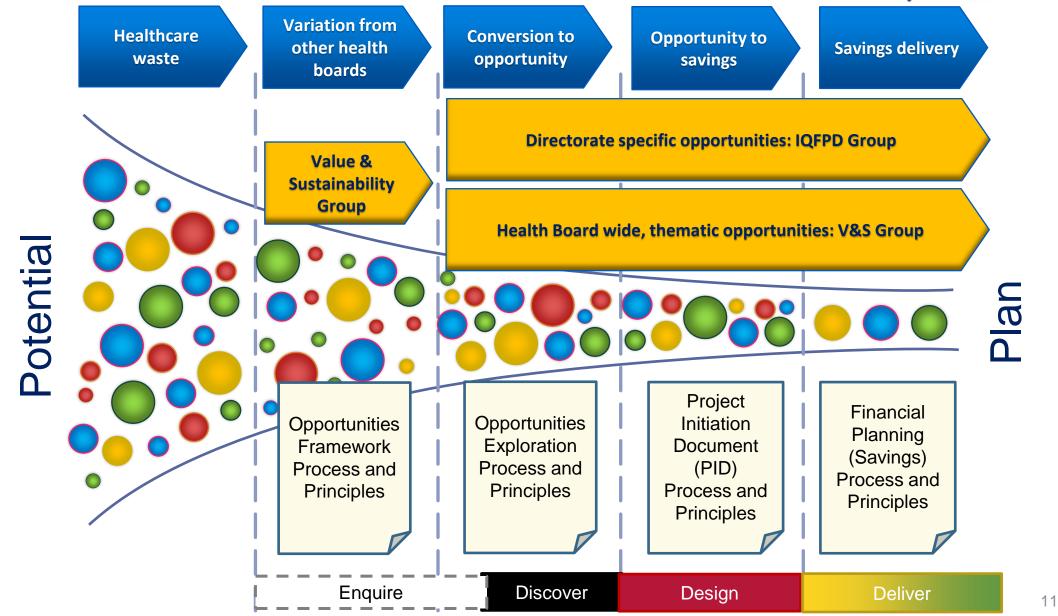


	2024/25 Savir		FYE			
Directorate	Black	Red	Amber	Green	2024/25 Total	Total
	£k	£k	£k	£k	£k	£k
CARMARTHENSHIRE COUNTY	791	0	520	0	1,311	3,344
CEREDIGION COUNTY	0	225	0	0	225	300
PEMBROKESHIRE COUNTY	230	325	0	0	555	784
MEDICINES MANAGEMENT	830	2,590	408	100	3,928	3,928
PRIMARY CARE						
PRIMARY CARE MANAGEMENT						
Director of Primary Care, Community & Long Term Care TOTAL	1,850	3,140	928	100	6,018	8,356
Recurrent/FYE	4,113	3,215	928	100		8,356

Of the savings identified to date, £5.0m opportunity for 2024/25 is Black or Red, £1.0m Amber and Green schemes. Detailed breakdown of schemes included in an appendix to these slides.

Realising variation opportunities: Proposed process





Realising variation opportunities: Opportunities overview



Area	Required change	Indicative	impact
Number of beds for USC	Reduce non-elective ward bed numbers to a sustainable level, able to be staffed without reliance on agency / bank	Bed numbers Ward agency	£21m - £23m £25m - £27m
Number of acute medical intakes	Reduce number of medical takes, reduce support services such as rad, path, HSDU in tandem		£15m - £20m
Centralise planned care	Day surgery and in-patient surgery – reduce number of sites from 3 to 2 in south of the HB; reduce /eliminate planned care in BGH		£3m - £6m
Centralise clinical support services	Reduced on-call / OOH rotas		£3m - £5m
Reduced outpatient facilities / locations / demand	Centralise (reduced) outpatient activity on fewer sites, increased planned care productivity, reduced follow up appointments, virtual rather than F2F – target a 5% efficiency gain		£4m - £5m
Withdrawal of directly contracted ambulance services	Reduce ambulance transfer services to GGH from other sites		£1.2m
Closure of an A&E department	Diversion of ambulance stack and walk-in to alternative ED facilities		£5m - £10m
Closure of PPH MIU	Diversion of injury patients to alternatives eg Morriston, GGH		£3m - £3.5m
Closure of a hospital to liberate	Based on substantial changes above (already assumed delivered), final change to deliver financial sustainability is closure of a site –		£10m - £20m
overheads	overhead and estates savings, management, rota savings, etc	Total	£90m - £120m

Next steps



- Meetings with Executives ongoing over April in order to secure budget delegation sign-off by 15 May
- Financial briefing to be prepared for each significant element outlined from the opportunities review
- Executives to consider each element and determine a feasible route to operationalise delivery
- Opportunities to be further pursued will then be developed further through the Value and Sustainability Group during Q1





Further detail on variation and benchmarking

Realising variation opportunities: Examples source information

Source	Explanation / data	Data Reviewed	Overview
Reference Cost Returns	Revised approach to opportunities Phase 1 - Hywel Dda Jan 22 CJW	2022/23	An activity driven cost analysis of variation versus other Health Boards, at Health Board level Overall £64m above average for Wales 2022/23: - Elective £3.5m - Maternity £2.8m - Non-elective £45.2m - Regular day attenders £1.9m - Paediatrics (inpatient?) £2m
Reference Cost Returns	Revised approach to opportunities Phase 2 - Hywel Dda Jan 23 CJW	2022/23	Detailed analysis of cost pools at HRG level to indicate particular specialisms, procedures etc with high cost variation to rest of Wales
CHKS	Full review of all CHKS dashboards	2021/22	Analysis revealed few opportunities in comparison with rest of Wales – mainly very short and very long length of stay Follow up exercise to consider procedures of low volume to see what commissioning opportunities may present
NHS Benchmarking Network	Each BN return that has published a toolkit	2021/22	<i>Emergency Care</i> – relatively high cost, relatively low quality. Provision of four ED / major MIU is critical factor <i>Pharmacy / meds optimisation</i> – relatively low cost (both cost per bed & staffing)
EFPMS	Estates and Facilities Performance Management System (EFPMS) returns	2022 / 23	National dashboard being reviewed by local team Estate is significantly older than average. High utility costs – mainly GGH / use of oil. Fragmented estate – eg St David's Park site. Space utilisation
Clinically effective practice	INNU, PoLCE and low volume / critical mass	2022/23	Of the six remaining procedures reviewed <20 for Hywel Dda (of 150 for Wales) and <£100k.(of £1.5m spent across NHS Wales) An updated INNU policy promulgated by WG is being implemented, procedures and diagnoses reviewed by senior clinical leaders

Bwrdd Iechyd Prifysgol

University Health Board

Hywel Dda

CYMRU

Realising variation opportunities: Examples source informati

e information	Bwrdd Iechyd Prifysgol Hywel Dda University Health Board
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Source	Explanation	Data Reviewed	Overview
Our population analyses	Locality tool / sites / specialties	2018/19 and 2019/20	Llanelli highest cost by head of population; high attendance but low conversion BGH etc PRIA tool shows constraints on comparing at sub-population level
Top 100 patients	From WCRs – highest cost, volume etc patients	2020/21 and 2021/22	V1: ED frequent attenders, end of life care, multiple admissions in yearV2: Patient journeys constructed
Prescribing and medicines	WG supported group - AWTTC	2022 / 23	Based upon national working group findings, published via VAULT. Latest release highlighted £1/2m-£1m opportunity across Ranibizumab, Infliximab, Adalimumab and Etanercept
VAULT	Ad hoc opportunity repository	Various	Various atlases of variation, analyses etc. Diabetes in particular has highlighted a £2m opportunities in drugs and devices
End of life care / mortality	High and increasing usage of beds	2022/23	Broad analysis of research and Health Board data, high levels of unscheduled care bed usage, for people for whom medicine may no longer be the most appropriate approach
Social care	Key success factor for TUEC/USC	1996-date	Generally reduced investment across Wales but particularly low investment in adult social care in three counties of Hywel Dda. Whilst political in nature, Executives are supportive of pursuing

Realising variation opportunities: Examples source information

Other areas of investigation (four page summary at this point) include:

- WHSSC
- Mental Health
- Demand shaping / demand management / prevention
- Medical intakes
- Opening hours eg rad, path, MIU, ED
- Community hospitals
- Critical care
- 'Bed blocking' (DTOCs, RTL, C/MO)
- Clinical psychology
- CHC
- Workforce productivity
- GIRFT I / multiple sites / intakes / surgery
- GIRFT II / theatre productivity

Realising variation opportunities: "Long list" of variation



For each key source up to 10 'headline' variations / observations

Given mixture of sources and analysis some will be quantified (including financially), whilst others just a narrative.

Title	Scope
High level cost comparison - PODs	Non elective short stays - variation to All Wales average £10.2m
High level cost comparison - PODs	Non elective stays - variation to All Wales average £28.1m
Length of stay comparison - non elective long stay	Tregaron Hospital - LOS 53.7 days compared to AWA of 9.4 = 44.3
Length of stay comparison - non elective long stay	South Pembs Hospital - LOS 45.7 days compared to AWA of 9.4 = 36.3
Length of stay comparison - non elective long stay	Withybush General Hospital - LOS 11.2 days compared to AWA of 9.4 = 1.8
Average cost comparison - non elective long stay	Prince Philip Hospital - £ per FCE £3,514 compared to AWA of £2,167 = £1,347 per episode
Inpatient non elective - specialty analysis	Non elective cost variation to AWA - Other medicine £11.2m
Inpatient non elective - specialty analysis	Non elective cost variation to AWA - Orthopaedics £6.9m 2
Inpatient elective care - cost comparison	Prince Philip Hospital - cost variation to All Wales average £5.9m
Emergency care - cost comparison	Prince Philip Hospital - cost variation to All Wales average (MIU) £3.3m
Emergency care - activity comparison	Emergency department attendances compared to All Wales Average - 44,000 higher than average
Outpatient care - cost comparison	Bronglais Hospital - procedures - cost variation to All Wales average - £1.1m
Maternity care	Bronglais Hospital - ward costs £2,927 compared to AWA £2,314 = £613 per birth
CHKS comparison - Wales only - readmission rates	Readmission within 30 days - 10.4% v 9.1% AWA - 1,349 excess bed days
CHKS comparison - Wales only - delayed discharges	Delayed discharge - 131,000 total excess bed days (annualised equivalent, 1,475 planned care, 129,500 non-elective)
CHKS comparison - Wales only - length of stay - site	Length of stay - Llandovery Hospital 37 days compared to AWA 3.7, variation of 4,454 excess bed days
CHKS comparison - Wales only - length of stay - site	Length of stay - Tregaron Hospital 38 days compared to AWA 3.7, variation of 4,454 excess bed days
All Wales HRG cost comparison - highest variation	Emergency Caesarean Section with CC Score 0-1 £0.97M variation to AWA
All Wales HRG Sub Chapter cost comparison - highest variation	Orthopaedic Non-Trauma Procedures £4.4M variation to AWA
All Wales HRG Sub Chapter cost comparison - highest variation	Digestive System Open and Laparoscopic Procedures £3.7M variation to AWA
All Wales HRG Sub Chapter cost comparison - highest variation	Chemotherapy £3M variation to AWA
High resource consuming patients	100 most frequent A&E attenders - average 19.4 attendances per year each
High resource consuming patients	100 most expensive Hywel Dda Admitted patients £17.8m average costs per 100 patients £0.35m
NHSW Value and Sustainability Group - fragile services review	Ongoing review of unsustainable services
NHSW Value and Sustainability Group - clinical variation and service reco	Further, Faster - roll out of virtual wards 3

Saving Opportunities – Realising variation opportunities



- List of variation presented at OPGP March 2024. Ask from Director of Operations to review, particularly
 where savings plans identified to date remain below the target expected for 2024/25.
- Directorates seeking out meetings to progress understanding and review of opportunities
 - Carmarthenshire system, PPH, GGH
 - ≻ MH
 - Pembrokeshire system, WGH.
- Arrangement for identification, review, validation and tracking realisation of opportunities to be formalised through new Value & Sustainability Group and directed to Integrated Quality Financial Performance Delivery Group to realise and monitor delivery (unless a pan Health Board thematic opportunity, which will be monitored via Value & Sustainability Group).
- Opportunities reporting cycle to commence and track progress, approach TBC, potential plan:
 - Simple template to be populated by each Directorate and reported through to IQFPDG
 - Monthly reporting cycle
 - Summary position will feed through to V&S Group and corporate reporting (Board & WG)
 - Individual templates will also inform Directorate DITS & internal escalation meetings as relevant
 - Once an opportunity is adequately understood and warrants a saving scheme entry, ongoing monitoring will be via the savings tracker and BRAG status.