



## CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

<b>DYDDIAD Y CYFARFOD:</b> <b>DATE OF MEETING:</b>	24 June 2021
<b>TEITL YR ADRODDIAD:</b> <b>TITLE OF REPORT:</b>	Programme Business Case – Implementing the Healthier Mid and West Wales Strategy
<b>CYFARWYDDWR ARWEINIOL:</b> <b>LEAD DIRECTOR:</b>	Steve Moore – Chief Executive
<b>SWYDDOG ADRODD:</b> <b>REPORTING OFFICER:</b>	Lee Davies – Executive Director of Strategic Development & Operational 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

Work is progressing on the Programme Business Case (PBC) in support of the UHB's Health and Care Strategy, 'A Healthier Mid and West Wales'. Attached to this report is a presentation on the current programme headlines and the Board is asked to note the current position and to discuss any emerging issues which will need to be managed by the Programme Group.

#### Cefndir / Background

This report provides an update on the report presented to the Board on 28<sup>th</sup> January 2021, detailing the progress made to date on the development of the PBC.

Specific planning objectives relating to this work have been endorsed by the Board and are as follows:

- Produce a Final Business Case (FBC) by March 2024 for the implementation of a new hospital in the south of the Hywel Dda University Health Board (HDdUHB) area for the provision of urgent and planned care (with architectural separation between them). This will be on a site between Narberth and St Clears. Using the experience and change brought about by the COVID-19 pandemic, the plan should be focussed on minimising the need for patients and staff to attend and, for those who require overnight care, the shortest clinically appropriate length of stay.
- Ensure the new hospital uses digital opportunities to support its aims to minimise the need for travel, maximise the quality and safety of care and deliver the shortest, clinically appropriate lengths of stay.
- FBC for the repurposing of the Glangwili General Hospital (GGH) and Withybush General Hospital (WGH) sites completed and submitted by March 2024, in line with the strategy published in November 2018.
- With relevant partners, develop a plan by 2024 to address access, travel, transport and the necessary infrastructure to support the new hospital configuration, considering the learning from the COVID-19 pandemic.

To deliver the UHB's Health and Care Strategy will require the delivery of the Business Cases for all our strategic capital developments together with the implementation of the service model.

The PBC Senior Responsible Officer (SRO) is the Chief Executive; the Lead Executive is the Executive Director of Strategic Development & Operational Planning; the Assistant Director of Strategic Planning and Developments is the Programme Manager.

### **Asesiad / Assessment**

The presentation attached at Appendix 1 outlines several important elements of the programme of work now being undertaken. This is being managed through a Programme Group and reports to the People, Planning and Performance Assurance Committee.

Since January 2021, the following work has been undertaken:

- Programme workstreams have been established and meet regularly to discuss the following:
  - Land
  - Communication and Engagement
  - Finance and Workforce
  - Activity Modelling
  - Transport
- A six-week public engagement exercise concludes on 21<sup>st</sup> June 2021. We asked the public 'what the learning from the period since the development of our Health and Care Strategy is, which might impact on its implementation; and particularly what learning do we have from the COVID-19 experience'. We also asked for suitable land nomination and criteria that we should be considering when evaluating the suitability of any land.
- Despite technical difficulties activity modelling outputs are now being delivered
- The narrative case in the PBC is being developed and subject to internal review and redrafting; it is anticipated that a draft will be shared with Welsh Government (WG) before the end of June 2021.
- Meetings with WG and NHS Wales Shared Services Partnership (NWSSP) to discuss and agree the way forward on aspects of the economic, financial and commercial case.

The attached presentation illustrates:

- the benefits that the UHB is seeking to deliver from the programme of works
- the key tasks undertaken to date
- the timeline of business cases activities and land identification
- the challenging timeline of programme activities that are required to be delivered to meet the target date of the September 2021 Public Board meeting
- an update from the public engagement

### **Argymhelliad / Recommendation**

The Board is asked to receive the presentation attached at Appendix 1 and to note the current position and planned next steps.

<b>Amcanion: (rhaid cwblhau)</b> <b>Objectives: (must be completed)</b>	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s): <a href="#">Hyperlink to NHS Wales Health &amp; Care Standards</a>	1.1 Health Promotion, Protection and Improvement
Amcanion Strategol y BIP: UHB Strategic Objectives: <a href="#">Hyperlink to HDdUHB Strategic Objectives</a>	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	10. Not Applicable

<b>Gwybodaeth Ychwanegol:</b> <b>Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Contained within the body of the report
Rhestr Termau: Glossary of Terms:	Contained within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Programme Group Capital Estates and IM&T Sub-Committee People, Planning and Performance Assurance Committee

<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	Funding sought from Welsh Government
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	Not Applicable
<b>Gweithlu:</b> <b>Workforce:</b>	Not Applicable
<b>Risg:</b> <b>Risk:</b>	Business continuity management
<b>Cyfreithiol:</b> <b>Legal:</b>	Not Applicable
<b>Enw Da:</b> <b>Reputational:</b>	Not Applicable
<b>Gyfrinachedd:</b> <b>Privacy:</b>	Not Applicable
<b>Cydraddoldeb:</b> <b>Equality:</b>	Not Applicable



# A Healthier Mid & West Wales (AHMWW) Programme Business Case (PBC) Update Update for Board 24<sup>th</sup> June 2021



## A reminder – why we need to change? (Our Consultation Document 2018)

Our Consultation Document in 2018 stated that the way we currently do things is not efficient, does not represent good value for money and will not meet the changing health needs of our population.

By staying the same our health and care services will not meet growing demand and expectations. Staff shortages and pressures on the money available is likely to lead to:

- Longer waiting times at A&E and other urgent and emergency services
- More operations in hospitals being cancelled
- Insufficient hospital beds
- Missed opportunities to prevent illness or avoid deterioration
- Worsening infrastructure and technology capability
- Greater problems being able to see the highly qualified nurses and doctors in hospitals
- Unplanned service changes or cuts with the stopping of some services and medical procedures
- Lower safety standards
- Worsening impact on health
- Reduced survival rates

## Delivering on AHMWW will result in...

**Modernised services,  
improved infrastructure and  
new ways of working**

**Maximise carbon efficiency  
and deliver green health  
agenda**

**Timely and reliable services**

**A new streamlined healthcare  
ecosystem (community,  
primary care services and  
specialist services)**

**Latest innovations in the  
clinical environment**

**Expert Medical Care**

**Community hubs providing  
more care closer to home**

**The highest standards of  
quality, safety and outcomes**

**Improved recruitment**

**Integrated health and care  
services, (A social model for  
health)**

**Timely operations**

**A highly skilled and valued  
workforce**

### **A new modern urgent and planned care hospital**

- Knitted and designed by the community
- Biophilic design
- Future proofed and flexible space
- green space
- a location with easy access and with public transport options
- building that is a public asset, open to the community and with the recognition that it belongs to everyone
- a building that is safe by design
- to have the principle of education built into the fabric and supported by the design



## Key Tasks

Planned	Achieved
Case for Change cascaded for further review week commencing (w/c) 19 <sup>th</sup> April 2021.	Drafted, editorial group established, to be shared with Welsh Government (WG) and NHS Shared Services Partnership (NWSSP) as appropriate June 2021.
Management Case - follow up review to be undertaken from w/c 10 <sup>th</sup> May 2021.	First draft reviewed.
Follow up Strategic Advisory Group (SAG) meeting being scheduled to agree a approach to the definition of the shortlisted PBC options.	SAG meeting held 7 <sup>th</sup> June, 2021 to explain process for shortlisted options. Further meetings arranged fortnightly.
Develop the bed/service model assumptions.	Significant technical challenge in utilising consultation activity model now overcome, with outputs available from w/c 7 <sup>th</sup> June 2021.
Review functional content assumptions.	Ongoing meetings held to discuss functional content, these will need to be signed off w/c 12 <sup>th</sup> July 2021.



# Key tasks

Planned	Achieved
Further explore opportunities to reflect/demonstrate social value/future generations in the PBC.	These are reflected in the draft PBC and subject to continuing strengthening through the editorial review process.
Continue to engage with WG the Economic Case: Spending Objectives, Critical Success Factors, options identification and benefits.	Regular meetings with WG have been diarised between now and PBC submission
Setting up/reporting from Digital, Workforce and Transport workstreams.	Workforce workstream has been combined with the finance work stream, transport workstream established, digital workstream yet to be formalised. Review meeting planned for June 2021.
Workshop to develop the risk register through lenses of PBC guidance, Gateway assurance expectations and Wellbeing of Future Generations (Wales) Act 2015 (WBFGA).	Risk workshop agreed headline risks in these areas and included the development of WBFGA framework for the PBC and gateway risk assessment for PBC.
Further development of detailed engagement plans and activities post elections.	Public engagement process managed as planned, concludes 21 <sup>st</sup> June 2021. Outcome to be the subject of further reporting and engagement feedback.

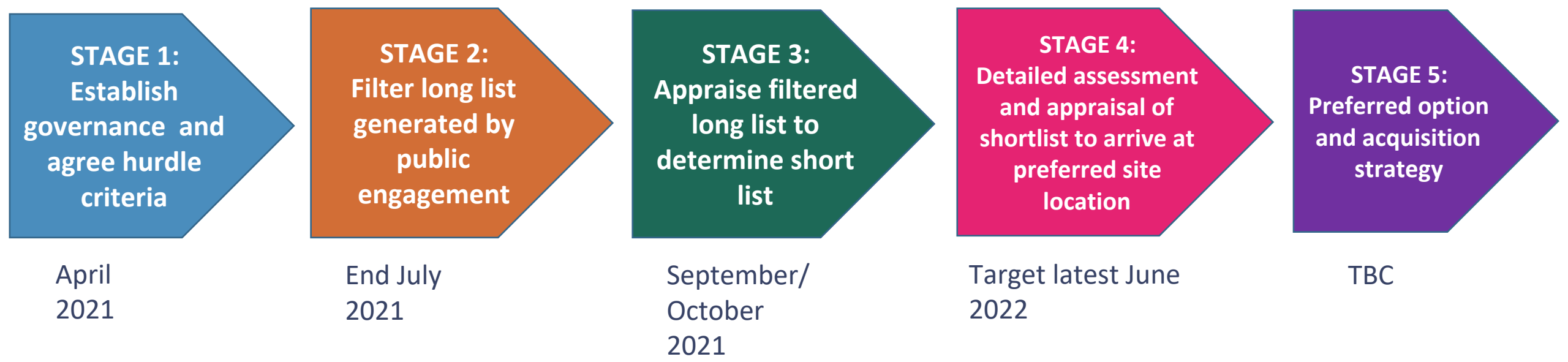
## Business Case Process - Overarching Timeline Assuming Capital Solution



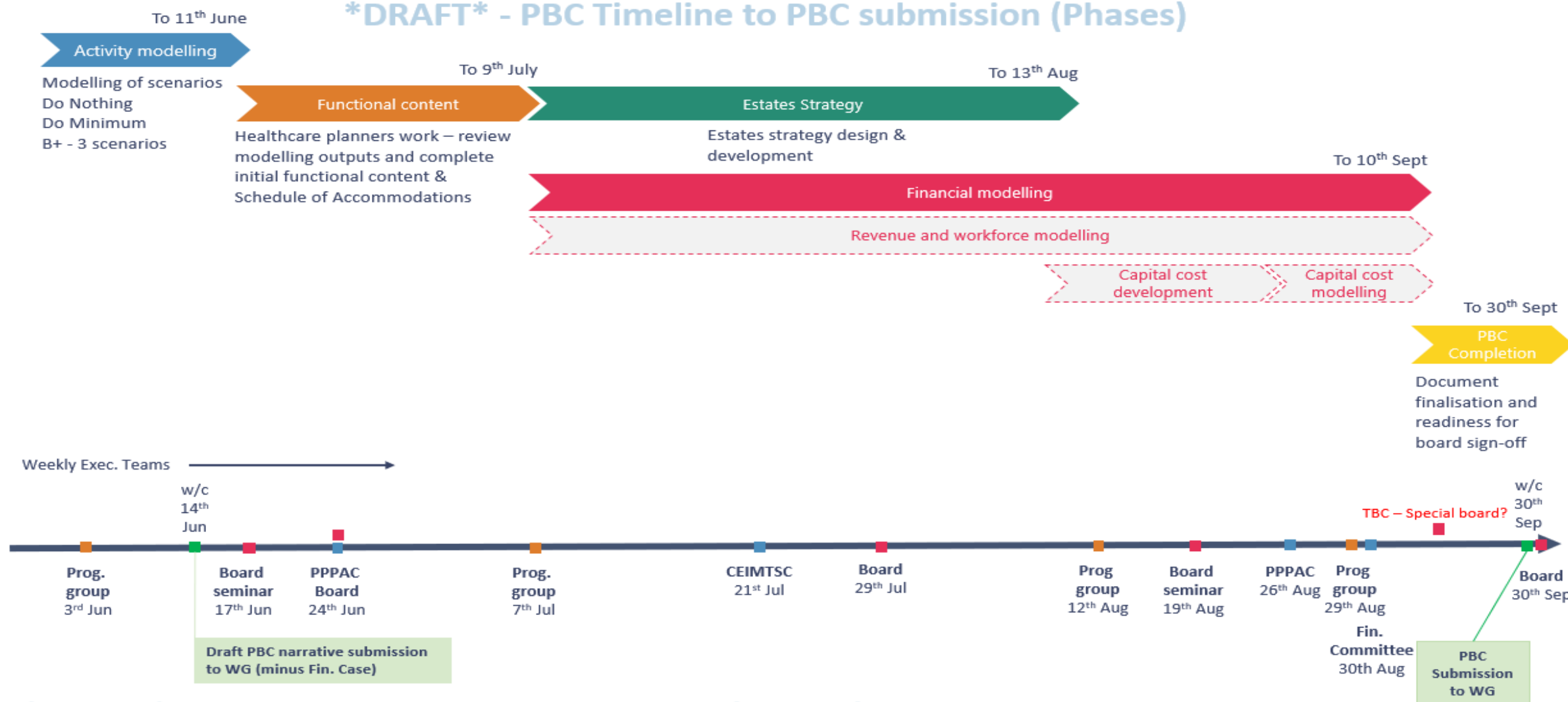
### Achievability depends upon:

- Funding model based on capital
- Very fast turnaround of WG approvals
- Funding parallel work whilst approvals are taking place (financial risk)
- Proving affordability
- Delivery of detailed service models upon which the capital plans will be based in a timely manner
- Resources to deliver very significant business cases in parallel for the programme
- Identifying and securing appropriate land and planning permissions for the new hospital
- Identifying and delivering significant public transport infrastructure

# LAND IDENTIFICATION TIMELINES



## \*DRAFT\* - PBC Timeline to PBC submission (Phases)



## \*DRAFT\* - PBC Timeline to PBC submission (Phases)



## Engagement Update - 2021

Online	19 May		26 May		2 June		9 June	
Activity	English	Welsh	English	Welsh	English	Welsh	English	Welsh
<b>Aware</b> (visited site)	1,200	17	1,424	20	1,641	26	1,829	33
<b>Informed</b> (accessed information)	79	7	960	9	1,120	11	1,237	14
<b>Engaged</b> (shared views)	80	0	111	0	130	0	161	2

Mechanism	19 May	26 May	2 June	9 June
Telephone	3	4	4	7
Email	18	22	23	24
Paper surveys	2	11	18	24
Letters	0	0	0	0

### Note:

**Of the 187 respondents (including online and paper responses), 149 have requested to be kept informed (as at 9am 9 June, 2021)**

**3 June 2021 – Staff Teams Event to update staff and provide an opportunity to share their views**



# Communications Update – 9 June 2021

Facebook Boosted Post 1 – 10 May 2021			Facebook Boosted Post 2 – 13 May 2021			Facebook Boosted Post 3 – 27 May 2021		
	English	Welsh		English	Welsh		English	Welsh
Reach	9,342	11,504	Reach	6,569	4,930	Reach	9,514	7,039
Engagement	397	218	Engagement	164	31	Engagement	328	43
Clicked	179	6	Clicked	25	26	Clicked	52	34
Reaction	93	118	Reaction	76	-	Reaction	99	2
Shared	40	4	Comments	13	-	Comments	40	-

Facebook Feedback	Feedback via Media Sites
<p>Feedback is more varied and constructive than during the previous consultation exercise but includes:</p> <ul style="list-style-type: none"> <li>• Travel and transport, concerns about location</li> <li>• Access to existing services, or perceived lack of services, such as mental health</li> <li>• Carmarthen Showground as location, good travel links</li> <li>• Existing hospital infrastructure at Withybush General Hospital (WGH) not good, needs modernisation</li> <li>• Keep Glangwili General Hospital (GGH) open</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in the sites and buildings the Health Board already has</li> <li>• Consider the old Debenhams site</li> <li>• Concerns about staffing the hospital</li> <li>• Concerns about the cost of development</li> <li>• Concerns about the cost of consultation</li> <li>• The consultation is a sham - the decision has already been made</li> </ul>

## Next steps

- Assurance that the activity modelling is robust
- To run the activity scenarios to create the agreed shortlist of bed scenarios
- Agree functional content and other key programme assumptions driving capital and revenue costs
- Complete the engagement process and support all associated events up to 21<sup>st</sup> June 2021 and report on outcomes
- Share all PBC 'narrative' cases with WG for review

- Commence design development to be followed by capital costing
- First draft of Equalities & Health Impact Assessment (E&HIA) to be completed
- Assurance review of land identification process against Gateway 1 questions guidance
- Collation and assessment of the long list of land nominations against hurdle criteria to create an agreed filtered long list for next stage appraisal



Thank you – any questions

