

Enw'r Pwyllgor / Name of Committee	Strategic Development and Operational Delivery Committee (SDODC)
Cadeirydd y Pwyllgor/ Chair of Committee:	Mr Maynard Davies, Independent Member
Cyfnod Adrodd/ Reporting Period:	Meeting held on 15 th December 2021
Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:	
<ul style="list-style-type: none"> <p>Self-Assessment of Committee Effectiveness 2020/21: 6 Monthly Review of Recommendations Arising from the Annual Outcome Report – The Committee received the Action Plan resulting from the requirement to conduct a 6 monthly review of recommendations arising from the annual Self-Assessment of Committee Effectiveness Outcome Report. Members received assurance that all expectations and actions to improve the effectiveness of SDODC had been achieved, and that going forward the Committee self-assessments would be staggered across a 12 month period and then reported annually at the end of that period.</p> <p>Integrated Performance Assurance Report – The Committee received the Integrated Performance Assurance Report for Hywel Dda University Health Board (HDdUHB) for Month 8 2021/22, highlighting the improvements in areas such as diagnostics, hip fractures, mental health, biosimilar and the prescribing of biosimilars. The inclusion of occupational therapy performance within this month's report, was welcomed, however, a decline in performance within therapies, and in mental health assessments for under 18 year olds within 28 days, was also noted. The rationale for Welsh Government targets and whether they are achievable, given the current challenges, was raised as a concern. It was therefore proposed that a benchmarking exercise be undertaken for a comparison between other Health Boards across Wales to offer a guide as to whether Hywel Dda's metrics are reasonable and tenable. Members understood that the Health Board has been working with the Lightfoot team and scheduled care, to provide a more informed picture of the projected demand on services from the past two years. It was agreed that a report be presented to the next SDODC meeting to provide the Committee with a level of insight into the scale of the recovery challenge facing the Health Board.</p> <p>Domiciliary Care Provision - The Committee received the Domiciliary Care Provision report, noting that the Health Board is working on this collaboratively with the 3 local authority social services departments and third sector agencies. Pembrokeshire County Council is also currently leading on a piece of work looking at retention and recruitment, given the longer term challenges and deficiencies in the domiciliary care service. Members were advised that although 30 WTE have been recruited to the Bridging Service following an offer of employment, it had been disappointing to note that a number of individuals had withdrawn. In order to further support patient care, Members welcomed initiatives to maximise digital support for individuals at home, such as digital wellbeing, telehealth and telecare, leading to less demands being made on acute services.</p> 	

- **Transformation Fund (TF)/Plan (Levelling Up)** – The Committee received the Transformation Fund (TF)/Plan (Levelling Up), setting out the context in terms of the three funding streams the Health Board is working with; *Connect, Fast Tracked Consistent Integration and Creating Connections for All*. Members noted the next stages of the work including progression through the transitional phase and into the new funding streams, together with the evaluation work to ensure the programmes emanating from these areas are appropriate.
- **Planning Objectives Update** – The Committee received the Planning Objectives (PO) Update report providing an update on the progress made in the development (delivery) of the twenty seven POs and the six Gold Command instructions aligned to SDODC. It was noted that the Health Board is mainly on track with delivery against the POs aligned to SDODC with only a few identified as slightly behind. In terms of the POs not on track, Members received further details as to the rationale for any delays, which provided a level of assurance to the Committee.
- **Developing the Integrated Medium Term Plan (IMTP) for the Period 2022/23 to 2024/25** – The Committee received the Developing the IMTP 2022/2023 and 2024/2025 report. Members were advised that additional information had been added to the plan since the Board Seminar the previous week where the IMTP had been scrutinised in depth. Further detail has also been added to the structure at the end of the plan, and continued development of the IMTP would be made over the coming months.
- **Discretionary Capital Programme (DCP) 2021/22 & Capital Governance Update Report** – The Committee received the Discretionary Capital Programme (DCP) 2020/2021 & Capital Governance Update report, providing detail relating to the 2021/22 Capital Programme and planned investments, the Capital Schemes Governance update and an update on the funding of COVID-19 costs. Members were advised that the Health Board had been awarded year end bid monies of £3.2m from WG and noted that there may be challenges to complete within the financial year due to supply chain issues. It was also noted that £20m had been received for the Modular Theatres at Prince Phillip Hospital and this had to be spent by the end of March 2022. Members were also informed of the identified risks for both the Cross Hands Health Care Centre and the Women and Children’s Phase II Developments.
- **A Healthier Mid and West Wales Programme Business Case Position Update** – The Committee received A Healthier Mid and West Wales Programme Business Case (PBC) Position Update, noting that work is progressing on the PBC in support of HDdUHB’s Health and Care Strategy “A Healthier Mid and West Wales” (AHMWW), in parallel with the work to identify a suitable site for the proposed new Urgent and Planned Care Hospital. Members received an update on the level of activity underway to complete the PBC, noting the biggest risks being the affordability analysis, workforce being key and the capital costing work. The expectation is to finalise a site by June/July 2022 at which point the Health Board may need to take out an “Option to Purchase” on one or two sites at that time.
- **A Regional Collaboration for Health (ARCH)** – The Committee received the ARCH report, providing an update on activities relating to the ARCH portfolio for the period October to December 2021, and the regional discussions that have

taken place between HDdUHB, Swansea University and Swansea Bay University Health Board (SBUHB). Members noted the details of the individual schemes currently being developed and that the Health Board is very much involved in the ARCH agenda and driving it to more of an extent than had previously been the case.

- **Pentre Awel Update Report** – The Committee received a report on the progress for delivery of services within the Pentre Awel development, providing assurance that services at Pentre Awel will be aligned with the Health Board’s Strategy and that all opportunities would be sought to ensure that HDdUHB can maximise benefits for the delivery of care on site. Members noted that engagement with the clinical teams involved has resulted in a revised layout for clinical services, which has been relayed back to the contractors. Further discussions are taking place between the Health Board and the local authority to confirm that the cost per square foot is being maintained at the 2019 price. In addition, best options for the 15 acres of green space at Pentre Awel, are being considered. Members commented on the innovative nature of this initiative and the opportunity it represents for all concerned; the opportunity to digitise some new services and some virtual care was also noted.
- **Carmarthen HWB Plan** – The Committee received a high level overview and update regarding the development of a Wellbeing ‘Hwb’ in Carmarthen town, recognising that this represents another exciting development and opportunity for the Health Board. Members noted that funding of just under £20m had now been secured to develop this town centre project. Work has continued in earnest since the Summer and although there is still work to do, good progress is being made.
- **Capital Estates & IM&T Sub-Committee (CE&IM&TSC)** – The Committee received and noted the CE&IM&TSC Update Report for the period October to November 2021.

Materion y mae angen Ystyriaeth neu Gymeradwyaeth Lefel y Bwrdd are u cyfer / Matters Requiring Board Level Consideration or Approval:

None

Risgiau Allweddol a Materion Pryder /Key Risks and Issues/ Matters of Concern:

- **Integrated Performance Assurance Report** – concerns raised regarding the rationale for Welsh Government targets and whether they are achievable, given the current challenges. It was proposed that a benchmarking exercise for a comparison between other Health Boards across Wales could be undertaken to offer a guide as to whether Hywel Dda’s metrics are reasonable and tenable.
- **Domiciliary Care Provision** – concerns raised regarding the longer term challenges and deficiencies in the domiciliary care service, with the Health Board working on this collaboratively with the 3 local authority social services departments and third sector agencies.
- **Discretionary Capital Programme (DCP) 2021/22 & Capital Governance Update Report** – concerns were raised in terms of the challenges of spending this year’s capital. In particular, the year end bid monies of £3.2m due to supply chain issues and £20m for the Modular Theatres at Prince Phillip Hospital because of the need to complete within the financial year.

**Busnes Cynlluniedig y Pwyllgor ar gyfer y Cyfnod Adrodd Nesaf /
Planned Committee Business for the Next Reporting Period:**

Adrodd yn y Dyfodol / Future Reporting:

In addition to the items scheduled to be reviewed as part of the Committee's work programme, the following items will be reported to the next Committee meeting:

- Outcome of the benchmarking exercise between other Health Boards across Wales on their performance targets as part of the Integrated Performance Assurance Report.
- Report to provide the Committee with a level of insight into the scale of the recovery challenge facing the Health Board.

Dyddiad y Cyfarfod Nesaf / Date of Next Meeting:

24th February 2022