

<b>Enw'r Pwyllgor / Name of Committee</b>	Strategic Development and Operational Delivery Committee (SDODC)
<b>Cadeirydd y Pwyllgor/ Chair of Committee:</b>	Mr Maynard Davies
<b>Cyfnod Adrodd/ Reporting Period:</b>	Meeting Held on 26 <sup>th</sup> August 2021
<b>Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:</b>	
<ul style="list-style-type: none"> <li>• <b>Committee Terms of Reference</b> – The Committee received its Terms of Reference (ToR), which had been approved at the Board meeting held on 27<sup>th</sup> July 2021. Queries were raised on whether the ToR adequately articulate the mechanisms required to provide assurance to Members in respect of Capital Resource allocation, recognising that this represents a significant element of focus for the Committee. It was agreed that a further review of the extent to which the Committee's scrutiny of Capital Resource allocation is reflected within the ToR would be undertaken by the Director of Strategic Development &amp; Operational Planning, the SDODC Chair and the Board Secretary and, if applicable, any revisions to the ToR would be presented to the Board for approval.</li> <li>• <b>Report on the Discretionary Capital Programme (DCP) 2021/22</b> – The Committee received the Discretionary Capital Programme (DCP) 2021/22 report, together with an update regarding the status of the Cylch Caron project. Members were advised that following agreed commitments against the DCP for 2021/22, a balance of £1.04m remains to be allocated. A prioritisation matrix has been developed to inform the allocation of this balance across equipment, IT and estates infrastructure, based upon a weighted mechanism which will be re-tested to accommodate any year-end slippage. Members were also advised of a cost of £0.422m to progress the procurement and installation of isolation pods on acute sites to help control infection outbreaks and manage patients who are known/suspected to be infectious. Residual risks relating to the Pond Street and Penlan sites were noted; pending confirmation regarding Carmarthenshire County Council's bid for the development of the Carmarthen Town Hwb which is expected in October 2021, £70k has been allocated for environmental improvements to the Pond Street Clinic, although further sums may be required. Members also noted that the risk status relating to the Women and Children Phase 2 scheme remains 'Red' as there is a significant delay in the scheme's completion, and that if all risks materialise, there is likely to be a requirement for an additional contribution from the DCP for the scheme. Members were informed that the availability and delivery of supplies for the scheme currently remains unknown, and while associated risks will be monitored, any interruption in supplies for the works is likely to lie outside the HB's control. Members were assured that further details of the scheme's progress would be provided at the SDODC meeting on 26<sup>th</sup> October 2021. Members were informed that the HB had submitted bids for additional capital following a request from WG officials to all Health Boards. It was confirmed that any additional funding would need to be spent by 31<sup>st</sup> March 2022, limiting the proposals which the HB could put forward.</li> </ul>	

The committee noted the partial approval of the major infrastructure programme business case in the sum of £87m. This will allow the HB to commence the work needed to improve its existing buildings and infrastructure.

- **A Regional Collaboration for Health (ARCH)** - The Committee received the ARCH Portfolio Update report, highlighting the activities undertaken over the period April to June 2021 and the regional discussions that have taken place between HDdUHB, Swansea University and Swansea Bay University Health Board (SBUHB). Members received feedback on the ARCH Delivery and Leadership Group meeting held on 15<sup>th</sup> June 2021 to finalise discussions on the re-organisation of the ARCH governance structure, and noted Executives' view that the Health Board (HB) should become more involved in this collaboration, recognising the strengths inherent in the partnership in terms of accessing resources and developing proposals for submission to WG. Members were advised that SBUHB is currently in the process of engagement regarding the commissioning of a number of services, with HDdUHB actively involved in discussions, while recognising concerns relating to certain elements of this work on the part of Hywel Dda Community Health Council. Members noted that these discussions, and further engagement with SBUHB in regard to service provision may result in important decisions for HDdUHB in terms of the configuration of services which it would wish to see across the region. Members reflected upon a possible need to review ARCH governance arrangements, given the increase in the ARCH portfolio, and were assured that any agreement reached by ARCH represents a non-binding endorsement, and would need to be ratified by each sovereign Board.
- **Quarterly Annual Plan Monitoring Return (Quarter 1 2021/22)** – The Committee received the Quarterly Annual Plan Monitoring Return, providing assurance on delivery of the actions from the 2021/22 Q1 plan. Members were advised that this return represents the first version of a report which tracks progress against deliverables included within the HB's Annual Recovery Plan and presents a high-level overview, recognising that the tracking of individual Planning Objectives (POs) is undertaken within other committees. Members noted that most objectives for Q1 have either been delivered or are on track to meet the target delivery date. Members remarked upon the clear and concise presentation of delivery against POs as presented in the return and proposed that this format be adopted for the reporting of PO progress in other committees.
- **Influenza Season 2021/22** – The Committee received the Influenza Vaccine Implementation Plan 2021/22, providing an update on the plans in place to improve the Influenza vaccine uptake within the HB, commencing in September 2021. Members were advised that the Plan has been developed in alignment with the HB COVID-19 Mass Vaccination Delivery Plan and the West Wales Regional COVID-19 Prevention and Response Plan, and is a live document, subject to amendment in line with Welsh Health Circulars, Joint Committee on Vaccination and Immunisation and Welsh Government (WG) guidance, and further learning derived from the delivery of the COVID-19 vaccine. Members noted that the HB's Integrated Influenza Programme is based upon a delivery model in which GP Surgeries, Community Pharmacies, HB Hospital In-reach, School Nurse Services and Mass Vaccination Centres will immunise at least between 60% and 80% of the HB population. Where the timetable permits, the COVID-19 Booster programme will be delivered alongside the Influenza programme in collaboration with partners. Members were informed that an added element of

the 2021/22 Influenza programme is the inclusion of Primary School children, and children in school years 7 to 11.

Members were advised that support would be sought from Executive leads to encourage staff take-up of Influenza vaccinations, and to support the 'Peer Vaccinator' model, noting that work with team leads and peer vaccinators is planned to identify and train additional vaccination champions across the HB, and to promote online 'Flu-2' training to minimise face-to-face training needs. The Committee welcomed the assurance provided by the quality of the planning and the proactive approach taken.

- **Winter Plan 2021/22** – The Committee received a progress update on the HB's winter planning processes for 2021/22, being informed that while the management of winter-related pressures within the HB has historically been supported through short-term central funding, WG has indicated that it will take a different approach for 2021/22. A sum of £25m (the Urgent Emergency Care Transformation Fund) has been made available by WG, for which all organisations will submit bids and plans, and while further funding may be made available through the Regional Partnership Board, this is as yet unconfirmed.

Members noted that the HB's Urgent and Emergency Care planning is to a large degree aligned with the Winter Plan, and with the Annual Recovery Plan (in respect of surge capacity planning), and that actions to respond to the COVID-19 pandemic are in essence very similar to those included in the Winter Plan.

Members were advised of significant issues relating to winter planning which are unique to 2021/22 in terms of increased hospital admissions as a result of COVID-19, high levels of hospital admissions for major treatments, which may potentially result in a winter demand increase of 20%, an increase in the number of children admitted to hospital with Respiratory Syncytial Virus infection and the increased fragility of the Domiciliary Care market. While noting progress in supporting Urgent Care provision, and in developing potential solutions to address the capacity shortfall in domiciliary care, Members were made aware of the challenges to the delivery of the Integrated Winter Plan, given the unprecedented combination of issues which the HB must address.

- **Business Justification Case – Phase 1 of Fire Enforcement Works at GGH** – The Committee received a report setting out the next stage in delivering the capital investment necessary to comply with the Fire Enforcement Notices and Letters of Fire Safety Matters in place on the Glangwili General Hospital (GGH) site, together with the Business Justification Case (BJC) detailing capital investment requirements for Phase 1 of the works, and seeking formal endorsement from WG for approval to proceed and for release of the associated capital funding. Members noted that the total capital cost of the project is £16.5m, which includes a figure of £3.311m for quantified risk contingency funding, agreed in discussions with WG as a means of dealing with contingency risk in terms of capital outturn. Members were advised that given the complexity of the project, it is impossible to assess the quantum and full nature of the works required in all areas prior to BJC submission, and the extent of disruption that would be caused to the hospital. Members were assured that, in recognition of the level of risks, the procurement process is based upon a cost-reimbursable contract, and that this approach has been agreed with WG and NHS Wales Shared Services Partnership Specialist Estates Services, and offers additional support to the HB in the event of escalating capital costs as the works progress.

Members were further assured in relation to the governance and reporting arrangements relating to the project, and the post-project evaluation which will be undertaken in accordance with WG requirements.

Members supported the submission of the Business Case to WG, noting that it would require approval via HB Chair's Action prior to ratification at the Board meeting on 30<sup>th</sup> September 2021.

- **Pharmaceutical Needs Assessment** - The Committee received the HB's Pharmaceutical Needs Assessment (PNA), being advised that publication of the PNA is a requirement under section 82A of the Public Health (Wales) Act, and that as a public-facing document, the Assessment will be published on the HDdUHB website. It was noted that the document has been subject to public consultation and includes data and feedback from patient and contractor surveys, together with information relating to existing commissioned services from Community Pharmacy. Members received assurance that there are currently no 'gaps' identified in Pharmacy provision across the HB, and that work is underway to improve the uptake of enhanced services in order to reduce pressure on GP services and to improve patient access to care. Members supported the PNA for submission to the Board at its meeting on 30<sup>th</sup> September 2021.
- **Planning – Planning Objectives Update** - The Committee received a report providing an update on progress made in the development of the POs under the Executive Leadership of the Director of Strategic Development and Operational Planning that are aligned to the Committee. Recognising that the report represents an iteration of other monitoring reports relating to these objectives, it was proposed that the Committee's work programme be amended to reflect the removal of update reports relating to Performance and Planning POs as standing agenda items, and noted that discussion would be held between the Director of Strategic Development & Operational Planning and the Director of Finance in order to determine how updates relating to specific POs are presented in future Committee meetings.
- **Pentre Awel Development** - The Committee received a report and a presentation providing an update on the progress of the project to deliver services within the Pentre Awel development, and providing assurance that these services will be aligned with the HB strategy and that all opportunities will be sought to ensure that the HB can maximise benefits arising from the delivery of care services on site. Members noted that the project has achieved a number of critical milestones in 2021 and has made significant progress towards achieving financial sustainability, specifically in terms of the approval of the City Deal Business Case which enables the project to access £40m of funding to contribute to the Zone 1 construction, with plans in place to appoint a contractor for Zone 1 during September 2021.
- **Integrated Performance Assurance Report** - The Committee received the HDdUHB Integrated Performance Assurance Report (IPAR) for Month 4 2021/22, noting areas of concern aligned to the 4 'Quadrants of (COVID-19) Harm' relating to A&E waits over 12 hours, hospital-acquired pressure sores, treatment waits over 36 weeks from point of referral, and waits of over 8 weeks for a specific diagnostic. Members were informed of further areas of concern in terms of performance related to local diagnostic service capacity pressures within Cancer Radiology and Endoscopy services, reduced outpatient and theatre capacity in Ophthalmology services as a result of COVID-19 and staff sickness/ shortage, access to Orthogeriatric assessment for hip fractures, and lack of capacity within Nutrition and

Dietetics services supporting Diabetes, Paediatrics and Specialist Child and Adolescent Mental Health Services. Noting that some areas of performance included in the report relate to POs which align to different committees, it was proposed that the various components of the IPAR be separated out and assigned to the committees under whose remit they would best sit.

Recognising that the way in which performance is reported in the IPAR is essentially one-dimensional, it was agreed that discussion would be held with the Director of Operations on how the metrics presented may be linked with specific Planning Objectives and with recovery actions which are being undertaken, in order to provide a more holistic and contextualised view of performance in future reports. Members also requested that any significant changes e.g. the movement of measures between areas or the availability of additional measures be highlighted within the summary sections of the IPAR.

- **Monitoring of Welsh Health Circulars (WHCs)** - The Committee received a report providing an update on progress relating to the implementation of Welsh Health Circulars (WHCs) which come under the Committee's remit. Members noted 2 WHCs which have been assigned 'Amber' status in terms of progress, relating to the Implementation of the Emergency Department Clinical Information Management System and Value-Based Health Care (VBHC) Programme data requirements. With regard to the former, Members were assured that the HB is fully cognisant of any issues and that plans to implement the system are being progressed, while it was noted in respect of the VBHC Programme that the HB is developing an in-house data visualisation platform to capture and review Patient Recorded Outcome Measures, supported by data gathered from the DrDoctor patient engagement system.
- **Performance – Planning Objectives Update** - The Committee received the Performance Planning Objectives report, providing an update on the progress made in regard to the POs relating to Performance and aligned to the Committee which are under the Executive Leadership of the Director of Finance. In terms of progress, Members were advised that as the scope of outcomes measurement broadens to reflect the increasing alignment of strategic objectives at Board level with operational planning, there has been some consequential slippage in timescales for roll-out across the organisation. Members noted that the HB is working with *Improvement Cymru* to source additional support for scrutiny processes, which will initially be used to monitor delivery of the Women and Children Phase 2 scheme.
- **Capital Estates & IM&T Sub-Committee (CE&IM&TSC)** – The Committee received and noted the CE&IM&TSC Update Report following its meeting held on 2<sup>nd</sup> August 2021.
- **Corporate & Employment Policies** – The Committee approved the Standard Operating Procedure for the Management of Board and Committees (Policy 175), with one minor addition and the Patient Access Policy (534).
- **SDODC Work Programme 2021/22** - The Committee received its Work Programme for 2021/22. Members noted that the annual work programme would be reviewed in order to ensure that agenda items are linked to the POs which sit within the Committee's remit, and to enable Members to monitor how the Committee is discharging its Terms of Reference.

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

- The Board is asked to ratify the Business Justification Case for Phase 1 of Fire enforcement Works at Glangwili General Hospital, which will be approved via HB Chair's Action.
- The Board is asked to ratify the Pharmaceutical Needs Assessment – October 2021 for publication, which is supported by SDODC.
- Noting the assurance provided by the quality of the planning, and the proactive approach taken to improve the Influenza vaccine uptake within the Health Board commencing in September 2021, the Influenza Vaccine Implementation Plan for 2021/22 is attached for the Board's approval.

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

- **Report on the Discretionary Capital Programme (DCP) 2021/22** – Significant risks relating to the delivery of the Women and Children Phase 2 scheme, given significant delay in timescales for the scheme's completion, and recognising that if all risks materialise, there is likely to be a requirement for an additional contribution from the Discretionary Capital Programme. It was agreed that further details of the scheme's progress would be provided at the SDODC meeting on 26<sup>th</sup> October 2021.
- **Integrated Winter Plan 2021/22** - Significant issues relating to winter planning which are unique to 2021/22, in terms of increased hospital admissions as a result of COVID-19, high levels of hospital admissions for major treatments which may potentially result in a winter demand increase of 20%, an increase in the number of children admitted to hospital with Respiratory Syncytial Virus infection and the increased fragility of the Domiciliary Care market. While noting progress in supporting Urgent Care provision, and in developing potential solutions to address the capacity shortfall in domiciliary care, Members were made aware of the challenges to the delivery of the Integrated Winter Plan, given the unprecedented combination of issues which the HB must address.
- **Integrated Performance Assurance Report** - Members' expressed concern relating to continuing performance challenges highlighted in discussion of the Integrated Performance Assurance Report, and requested that performance against individual metrics be linked with associated mitigations in future reports in order to provide Members with greater assurance.

**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:

- Planned Care Recovery (including >36 week waits)
- Developing the IMTP for the Period 2022/23 – 2024/25
- Programme Business Case Position Update
- Capital Governance Review

**Dyddiad y Cyfarfod Nesaf / Date of Next Meeting:**

26<sup>th</sup> October 2021