

CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD: DATE OF MEETING:	24 November 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Update on Annual Plan 2023/24
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategic Developments and Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Shaun Ayres, Assistant Director of Commissioning Daniel Warm, Head of Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

The Integrated Medium Term Plan (IMTP) is the key planning document for Hywel Dda University Health Board (HDdUHB) setting out the milestones and actions we are taking in the next one to three years. It is based on the health needs of our population, responds to the Welsh Government's Planning Framework and Ministerial priorities, and sets out the steps we will take to deliver our clinical strategy, "A Healthier Mid and West Wales".

The development of the Plan for the period 2023/24 – 2025/26 has begun and this paper provides the Board with an update on our approach.

Cefndir / Background

The submission of a three-year IMTP to Welsh Government (WG) is a statutory requirement. For an IMTP to be approvable, it must show financial balance over the lifecycle of the Plan and, as such, HDdUHB has not had an approvable IMTP to date.

On 29th September 2022, Welsh Government wrote to the Health Board to advise "*the Minister has accepted the recommendation of Welsh Government officials that the escalation status of Hywel Dda University Health Board be raised to 'targeted intervention' for planning and finance but will remain at 'enhanced monitoring' for quality issues related to performance resulting in long waiting times and poor patient experience.*

The reason for increasing the escalation level to targeted intervention for finance and planning is because the health board has been unable to produce an approvable three-year IMTP, or a finalised annual plan and the growing financial deficit being noted".

Therefore our plan for 2023/24 – 2025/26 must centre on how we as a Health Board de-escalate from 'targeted intervention'.

Indication from WG is that the date for submission of Board approved plans is currently under review, reflecting the volatility of the current planning environment. At the time of writing, the WG's planning framework and Ministerial priorities have not yet been issued.

Asesiad / Assessment

In developing our Plan for 2023/24 – 2025/26, there are a number of important factors to take into consideration.

Targeted Intervention

As noted in the background section of this SBAR, as an organisation we are in 'targeted intervention' for planning and finance, and as such this must be taken as a starting point for the building of our Plan. Discussion with WG is critical for this and regular 'targeted intervention' meetings have started, with the inception meeting taking place on 27th October 2022.

As part of the 'Targeted Intervention', Terms of Reference have been set out and include:

- *To produce an escalation action plan incorporating both targeted intervention and enhanced monitoring*
- *To scope out and clearly define areas of support and improvement*
- *To agree the criteria for de-escalation and review period*
- *To implement robust performance management and reporting arrangements*

Further, the Terms of Reference state that the criteria for de-escalation include:

Under the Joint Escalation and Intervention Arrangements, the Welsh Government meets with the Wales Audit Office and Healthcare Inspectorate Wales twice a year to discuss the overall position of each health board and NHS trust in respect of quality, service performance and financial management. A wide range of information and intelligence is considered to identify any issues and inform the assessment.

The Tripartite meeting will consider the escalation status of the health board at these meetings and will review the self-assessments undertaken by the Board, alongside other appropriate intelligence. Following the meeting, the NHS Chief Executive will make recommendations to the Minister for Health and Social Services about the appropriate escalation for the health board.

- *Agreed approach and delivery over 6 months against planned care recovery actions*
- *Consistency in urgent and emergency care over the next 6 months as highlighted in 12-hour performance and ambulance handovers*
- *Improved cancer performance with performance against an agreed backlog trajectory maintained over 6 months and performance improvement noted in line with the plan*
- *Evidence of actions implemented from identified within the speciality reviews, opportunities assessment and improvement plans and performance sustainably improved over 6 months*

(Please note that all improvements are to be noted from the July baseline)

Health board to self assess and evidence the following sustainability conditions:

- *That Hywel Dda University Health Board is a data-driven organisation that ensures data is understood and utilised in decision making at all levels.*
- *To demonstrate a strong link between ensuring quality and performance improvement.*
- *That a culture of listening and learning is embedded throughout the organisation based on early and rapid triangulation and resolution of issues from a variety of sources, including patient, user and staff feedback.*

Finance

The financial plan will be indicative of the current run rate, less the anticipated impact of the Programmes of Work and wider Transformation schemes. Therefore, it is envisaged that as each programme delivers the identified benefits realisation, this will support the financial reduction within the run rate. At present, it is identified that there are a number of unknown risks pertaining to the 2023/24 Forecast Outturn (FOT).

Building on last year's process and the 2022/23 Plan

Our planning processes and our Plan are intended primarily to ensure that our organisation, our population, and our stakeholders are clear on the priorities and actions for the next 1-3 years. As a consequence, whilst our Plans and approach evolve from year-to-year, there should be a consistency in the style and narrative.

The planning team has undertaken an exercise to reflect on and learn from the development of the 2022/23 Plan, building on an all-Wales peer review session and feedback from Welsh Government. Positive improvements were identified in the triangulation of service, workforce and finance plans; the role of planning objectives; and the tracking and monitoring of the Plan through committees. Areas for further improvement include internal engagement and communication, particularly with operational teams, and clarity of the process.

For the 2023/26 plan it is our intention that there is:

- More attention on what the plan means, i.e. the effect (for patients, finance, workforce) rather than what the plan says we will do, i.e. the effort
- More focus on savings plans
- Fewer and better quality plans

Key elements of the plan:

Whilst the WG's planning framework and ministerial priorities are still awaited, the indication is that Health Boards will be specifically asked to set out plans in the following areas:

- Urgent and Emergency care
- Planned care
- Mental Health & Learning Disabilities
- Population Health
- Primary & Community care
- Workforce
- Finance

It is our intention that each of these plans will set out:

- Actions
- Quarterly milestones
- Activity and capacity plans
- Outcomes (Quantification of quality and performance impact)
- Trajectories
- Financial implications
- Workforce implications
- Dependencies
- Risks

Strategic and Planning Objectives

As noted at the September 2022 Public Board, one specific comment from Welsh Government was the need to clearly articulate the outputs from planning objectives and, in particular, the impact we anticipate for key metrics. Reflecting on this, and recognising that often a number of Planning Objectives are complementary, we are currently undertaking an exercise to consider

how groups of Planning Objectives may be brought together in order to describe their combined impact. This would not move away from the Planning Objectives being described under their respective Strategic Objectives, rather it would provide an opportunity for us to describe more clearly what the impact/outcome is expected to be as a result of that set of Planning Objectives.

The table below sets out the approach under development:

Domain	Description	Goals
<i>Our People</i>	Building the workforce required for high quality care	Grow our workforce in line with our strategic plans
		Support our staff
		A well-trained workforce
<i>Our Patients</i>	Delivering better services	High quality, safe and kind care
		Accessible services
		Sustainable services
<i>Our Future</i>	Building a health care model for the long-term	Plan and develop future service models in line with our strategy
		Build world class infrastructure (facilities, equipment and digital)
		In partnership with our communities
<i>Our Communities</i>	Working in partnership to improve the population's health & wellbeing and reduce health inequalities	Improve the health of our population
		Services closer to home
		Having a positive impact beyond health

WG expectations

Each year WG issues guidance through the NHS Wales Planning Framework which aims to provide NHS Wales organisations with the scope of what needs to be included in our plan. This paper is expected by mid November 2022 at the latest, along with the priorities, template and Minimum Dataset (MDS) required.

Templates

WG has noted that there is often a lack of consistency between the plans produced and submitted by Health Boards. To help address this, WG are requesting that a series of standardised templates be completed as part of the plans, and we are currently awaiting their release.

Argymhelliad / Recommendation

The Board is asked to **NOTE** the ongoing process in the development of a Plan for 2023/26.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
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):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termiau: Glossary of Terms:	Contained within the body of the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Executive Team Discussions with Independent Members Operational Planning and Delivery Programme meetings

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	This is a key component in the delivery of the Integrated three year plan for the period 2023/24
Ansawdd / Gofal Claf: Quality / Patient Care:	This is a key component in the delivery of the Integrated three year plan for the period 2023/24
Gweithlu: Workforce:	This is a key component in the delivery of the Integrated three year plan for the period 2022/25
Risg: Risk:	Risks will be assessed as part of the ongoing process of both the development of the 2023/24 Plan and its subsequent monitoring
Cyfreithiol: Legal:	As above

Enw Da: Reputational:	Hywel Dda University Health Board needs to meet the targets set in order to maintain a good reputation with Welsh Government, together with our stakeholders, including our staff
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Consideration of Equality legislation and impact is a fundamental part of the planning of service delivery changes and improvements.