

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 10 th November 2022
Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:	
<ul style="list-style-type: none"> • Integrated Performance Assurance Report: Three significant risks that are likely to present and affect service delivery over the winter months: <ul style="list-style-type: none"> • Threat of industrial action; • Heating the HDdUHB estate and the risk of energy shortages; • Risk of significant cold spells resulting in increased demand on services. <p>The Committee received assurance that these matters are being addressed and actions put in place to mitigate and build resilience into current plans through continuity planning and support across the organisation.</p> • Operational Risks: The Committee noted and received assurance with regard to Phase 2 of the Women and Children's development at Glangwili Hospital, acknowledging the potential financial risk to the contractor as a result of delays in the initial programme stages. The Committee was pleased to note that the current programme of delivery is on track and due to complete in early/mid-2023. This matter is also under review by the Audit and Risk Assurance Committee. • Targeted Intervention: The Committee received assurance that the Chief Executive and the Executive Team had taken the necessary action to begin to address Hywel Dda University Health Board's (HDdUHB) Targeted Intervention (finance and planning) and Enhanced Monitoring (performance) status, through the establishment of Working Groups to report to an Escalation Steering Group. • Mental Health and Learning Disability Indicators: The Committee had noted previously the improvements against targets within the Mental Health and Learning Disability Department. The Performance team demonstrated the performance dashboard and the Committee learned of the metrics behind the reporting measures and the successful efforts put into this work programme jointly by the Mental Health and Learning Disability Department and the Performance team. The committee was assured that the dashboard was helping directorate better manage and improve delivery of their services. The Committee was pleased to note that this programme of monitoring is to be rolled out to 18 directorates within HDdUHB. • Planned Care Waiting List Overview: The Committee was provided with information around the reporting metrics with regard to waiting lists and HDdUHB's actions across all pathways to meet and wherever possible, exceed, target trajectories. The Committee was pleased to note that targets are being achieved and received assurance in terms of 	

robustness of actions that lay behind delivery plans and noted support and communications for patients on waiting lists.

- **Planning Objectives:** The Committee received assurance that planning objectives were on track and acknowledged the narrative behind each planning objective.
 - **PO 4Q: Community Care Support to Reduce Non-Elective Acute Bed Capacity:** The Committee received a comprehensive presentation and acknowledged partnership working with local authorities to increase community care capacity with the Hywel Dda area, in order to achieve the target of 117 additional beds. The Committee also acknowledged the number of medically optimised patients who cannot leave hospital as ongoing community care packages cannot be arranged, due to the community system being significantly understaffed, and recognised this deteriorating position. The Committee recognised the need to grow the community care workforce, the considerable efforts made to recruit and the difficulties recruiting into roles. The scale of the challenges within the community care sector are significant despite the actions being undertaken by HDdUHB and local authorities.
 - **PO 4S: Improvement in Population Health:** The Committee noted that this planning objective had been brought forward from March 2024. A paper incorporating the overarching strategy would be submitted to SDODC in December 2022 with a report to Board in January 2023. The Committee noted that prevention is of paramount importance in terms of health care.
- **Discretionary Capital Programme 2022/23:** The Committee was pleased to note that Welsh Government (WG) will fund diagnostic imaging equipment in Prince Philip Hospital and six ultrasound replacements at the sum of £750K. It was noted that the Prince Philip Day Unit will be handed over on 11th November 2022 and will go live on 5th December 2022. With regard to the Cross Hands development, a response has been submitted to the WG scrutiny comments and a presentation of the scheme will be made to the Integrated Regional Capital Fund Board at the end of November 2022. The Health Board has also been successful in a bid for improving the environment in our Emergency Department (ED).

The Committee also noted that changes had been made in the EFAB (Estates Funding Advisory Board) programme which allows the Health Board to bid against a centrally held allocation over the next two years.

In terms of medical devices, there had been a modest increase in the inventory total since 2021 (£14m mainly through slippage) and notably, an increase of 50% on items on the inventory. The Committee was concerned to note the replacement cost of £31.7m for approximately 4,500 in-use, potentially due, overdue or requiring replacement devices, recognising a potential risk to patient safety if the equipment is not fit for purpose due to age.

- **A Regional Collaboration for Health (ARCH) NHS Service Transformation Programme:** The Committee noted the six regional programmes of work: cardiology, neurosciences, dermatology, eyecare, pathology and cancer programmes, plus the additional south west Wales regional stroke programme, and were pleased to receive assurance that programmes were progressing well.

- **South West Wales Cancer Centre:** It was noted that HDdUHB is working in partnership with Swansea Bay University Health Board on the development of a non-surgical oncology programme to align with the cancer services framework in south west Wales enabling advancements in techniques, such as hyperfractionation, and to be able to deal with the increasing number of patients requirement treatment, enabling early diagnosis for the increasing number of cancers. The framework will follow the example of the Velindre Cancer Centre. A strategic programme case will be submitted to SDODC in December 2022 and to Board in January 2023.
- **Major Infrastructure Programme Business Case:** The Committee noted with concern the current estimated backlog maintenance cost of £100m, acknowledging that HDdUHB has some of the oldest estate in Wales. A strategic plan of investments at scale is necessary to improve this position. The programme business case, in the sum of £87m was endorsed by WG and aligns with the A Healthier Mid and West Wales (AHMWW) programme. An additional £150k has been funded by WG for additional scoping work. Discussions are ongoing with WG in respect of the delivery programme, which is likely to be over the next five to six years. The Committee acknowledged the challenge for HDdUHB to maintain a safe estate, with strong assurance on business continuity.
- **Capital Sub-Committee:** The Committee noted priority capital developments in Mental Health and Learning Disabilities: Tudor House, Preseli Centre, both in excess of £1m for which business cases will be produced and the relocation of the crisis assessment treatment team to Morlais Ward.

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

There are no matters requiring Board consideration or approval.

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

As reported under IPAR, above, the Committee highlights to Board the three significant risks that are likely to present and affect service delivery over the winter months:

- Threat of industrial action;
- Heating the HDdUHB estate and the risk of energy shortages;
- Risk of significant cold spells resulting in increased demand on services.

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

Adrodd yn y Dyfodol / Future Reporting:

- **PO 4S: Improvement in Population Health** as reported above.
- **South West Wales Cancer Centre** as reported above.

Dyddiad y Cyfarfod Nesaf / Date of Next Meeting:

Friday, 16th December 2022