

CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 May 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Update on Integrated Medium Term Plan 2022/25
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategic Development & Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Dr Daniel Warm, Head of Planning Andrew Spratt, Deputy Director of Finance

**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 in order to progress our strategy. It should be based on the health needs of our population, delivering quality services, ensuring equitable and timely access, and the steps we will take to deliver our vision for a Healthier Mid and West Wales.

A draft Three Year Plan was approved for onward to submission to Welsh Government (WG) by Board on 31st March 2022, whilst also noting HDdUHB's intention to continue working towards an IMTP for submission in quarter 2 of 2022/23.

Cefndir / Background

The submission of a three year IMTP to WG is a statutory obligation. However, 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 Plan to date.

HDdUHB wrote to Welsh Government on 28th February 2022, to formally notify them through an accountability letter that unfortunately we would not be in a position to submit a financially balanced IMTP by 31st March 2022. Instead advising of the Board's intention to submit a draft Three Year Plan 2022/25, with a robust and detailed focus on 2022/23 actions, which could potentially set the foundations for an IMTP to be submitted during the second quarter of 2022/23.

This notification was based on the premise that the Health Board's underlying deficit has grown during the past two financial years following the gaps in delivery of recurrent savings in 2020/21 and 2021/22. As such, there was insufficient assurance to allow HDdUHB to propose an IMTP for the March 2022 submission date.

The plan is structured and driven by the six Strategic Objectives and their aligned Planning Objectives, whilst being clear on our priorities for how we will continue to recover throughout 2022/23, both in terms of services and people (our staff and our population/our communities). In order to meet WG requirements, clear sign-posting has been included within the document.

HDdUHB recognises that there are risks associated with the delivery of the plan it has set out for 2022/23. The most significant risks and mitigations in respect of its ongoing COVID-19 response and recovery plans have been outlined throughout the plan, and HDdUHB will, through its governance structures, monitor delivery of the plan and provide assurance that appropriate actions are taken to ensure that risks are appropriately managed. The plan has been developed in the full knowledge of these risks, and HDdUHB is also cognisant that there are some key uncertainties which are out of its control, such as the impact that a new variant may have on its COVID-19 response and recovery plans.

Corporate, Clinical Directorates and Services are responsible for ensuring risks to achieving their objectives, delivering a safe and effective service and compliance with legislation and standards, are identified, assessed and managed to an acceptable level, i.e. within the Board's agreed risk tolerance. These are reported through the Committee structure to provide assurance that risks are being managed effectively and efficiently.

Asesiad / Assessment

HDdUHB are committed to addressing / mitigating these challenges and are in the process of constructing a clear core plan, focusing on recovery, which will allow the Health Board to get back on track with a roadmap for financial sustainability. For 2022/23, this will be coupled with ensuring that the exceptional economic challenges to be faced next year are well described and assessed. A significant review of our COVID-19 response is already underway, which will be transitioned into the new normal through our plans. Value Based Health Care approaches are being adopted across the whole organisation. It is our aspiration that a target operating model can be constructed to focus delivery of services in the most optimum way for our patients and population, with this forming a critical part of our approach to the medium-term outlook. This will align with the design assumptions set out in our strategy and Programme Business Case.

During quarter 1 significant work will continue on developing key plans including: the planned care restoration and recovery plan; our financial plan, in particular our savings opportunities and the road to financial sustainability; endorsement of our Programme Business Case; and continued work on our 10-year workforce strategy.

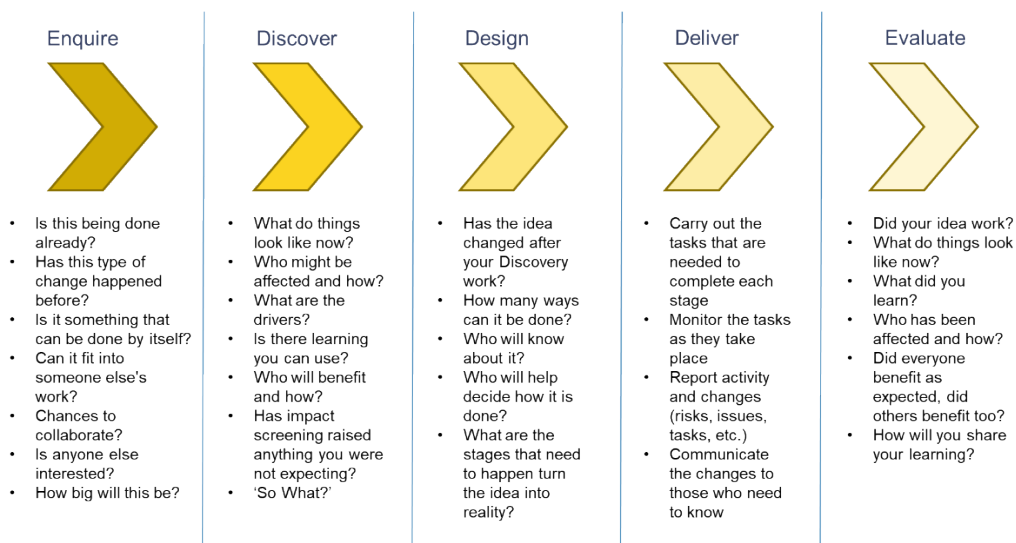
The financial savings plan will need to incorporate the design assumptions set out in our strategy 'A Healthier Mid and West Wales'. This will require:

A strategic overhaul of our operating model to make the transformational shift in services that are required to deliver workforce and finance sustainability. We are adopting a Target Operating Model (TOM) approach to this work and our plans will then need to set out a clear roadmap to move from the Current Operating Model (COM) to the TOM. The TOMs for each area should be shaped by the Health Board's strategy, "A Healthier Mid and West Wales" and align to the design assumptions set out within that.

The layers of this work are illustrated below:



The aim is to take this activity through a process based on the “Hywel Dda way” and a week-by-week schedule of activity has been agreed by the Executive Team:



This work clearly needs to be viewed in the context of the in-year financial position and the forecast for 2022/23 as set out separately in the financial report for this Board. Feedback on the draft Plan from WG will also be taken into consideration as our plans are further developed.

Argymhelliad / Recommendation

Board is asked to note the actions underway to further develop plans since the draft Three Year Plan was approved at the March 2022 Board.

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:	Not applicable
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Executive Team Board Seminar Strategic Development and Operational Delivery Committee For Planning Objectives – Individual Committee's responsible for the assurance of those Planning Objectives aligned to them

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	This is a key component in the delivery of the IMTP 2022/25
Ansawdd / Gofal Claf: Quality / Patient Care:	This is a key component in the delivery of the IMTP 2022/25
Gweithlu: Workforce:	This is a key component in the delivery of the IMTP 2022/25
Risg: Risk:	Risks will be assessed as part of the ongoing process of both the development of the IMTP 2022/25 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.