

<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, Independent Member
<b>Cyfnod Adrodd/ Reporting Period:</b>	Meeting held on 24 <sup>th</sup> February 2022
<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>Integrated Performance Assurance Report</b> – the Committee received the Integrated Performance Assurance Report (IPAR) accepting the changes proposed to the way data is presented going forward, resulting in a shorter report to Committee with the ability to interrogate the Power BI dashboard for any further detail required. Members noted the intention to retain the IPAR as an integrated report making use of the Board Assurance Framework, supplemented with the key metrics involved. Concerns were raised at the declining performance within Mental Health, the challenges faced in terms of increasing demand, and the lack of staffing due to recruitment issues coupled with Estates issues. It was agreed to escalate these concerns through the Committee Update Report to Board. A Benchmarking Report undertaken by the Health Board's Performance Manager charting the performance of other Health Boards across Wales to identify how HDdUHB's performance compares with its peers and to inform the scale of Hywel Dda's recovery challenge was also received by the Committee, with Members suggesting it would be useful for this to be presented to a future Board Seminar session.</li> <li>• <b>Planned Care Recovery</b> – the Committee received the Planned Care Recovery presentation highlighting the potential unreferral backlog and its impact on recovery planning within HDdUHB. Members were advised that this piece of work has been undertaken in conjunction with Lightfoot, considering historical trends of activity to assess the true backlog involved. Members noted the key conclusions from this work are to increase capacity and activity and review old pathways and models of care to use as a catalyst for the Health Board's transformation agenda whilst ensuring that the public are engaged on this and patients supported as they face longer waits.</li> <li>• <b>Developing the Integrated Medium Term Plan (IMTP) for the Period 2022/23 – 2024/25</b> – the Committee received the Developing the IMTP for the Period 2022/23 - 2024/25 Report, which sets out milestones and actions to be taken over the next 1 to 3 years to progress the Health Board's strategy. Members noted that a draft plan with an interim budget would be submitted to Welsh Government (WG) by the end of March 2022, with a view to submitting an approvable IMTP in the summer.</li> <li>• <b>A Healthier Mid and West Wales Programme Business Case</b> – the Committee received the 'A Healthier Mid and West Wales' Programme Business Case (PBC), noting the minor changes reflected in the final submission to WG, with the anticipation that formal feedback should be received in time to present to the next SDODC meeting.</li> <li>• <b>Stroke Service Re-design</b> – the Committee received a report on proposals for stroke service re-design, in light of work undertaken on a regional review of stroke services prior to the COVID-19 pandemic. Members were advised that further</li> </ul>	

discussions are required with Swansea Bay University Health Board (SBUHB) in relation to their ability to support HDdUHB patients in their Hyper Acute Stroke Unit (HASU) at Morriston Hospital. Members acknowledged the concerning position, particularly coupled with the challenge of performance disparity across the Health Board's acute sites, where some units perform better than others in certain areas of stroke care. It was agreed to escalate these concerns through the Committee Update Report to Board.

- **Planning Objectives Update Including Delivery of the Q3 Actions from the 2021/22 Annual Plan** – the Committee received an update on delivery against the Planning Objectives (PO) aligned to SDODC. In terms of PO 3I, the Committee received assurance on the progress made on the dental contract reform and that further detail would be provided to consider hybrid models going forward. The Committee noted that Optometry represents a significant piece of work requiring primary legislation and subsequent negotiation as there is currently no existing Optometry contract in place. Members received assurance that although this will take significant resource requirements in terms of implementation, the Health Board is working within existing frameworks and guidance, with weekly meetings in place with Welsh Government. The Committee received assurance on progress against each Planning Objective and noted that an update on the transition to a new set of planning objectives would be provided to the April 2022 meeting. The Committee also received assurance from the overarching progress and the mitigations/actions in place to recover those actions noted as 'behind' which support Q3 of the Health Board's 2021/22 Annual Recovery Plan.
- **Palliative Care Strategy** – the Committee received the Palliative Care Strategy, which forms the basis for the way in which Hywel Dda wishes to deliver and develop palliative care and end of life service across the Health Board. Members noted that the aim of the strategy is to develop a regional approach, in order that patients and their families can receive an equitable level of care in whichever locality this is delivered. Members were advised of the increased interest from external stakeholders in terms of developing the strategy, with work currently being undertaken to consider its implementation. The Committee supported presentation of the Palliative Care Strategy for approval to the March 2022 Public Board.
- **Dementia Strategy** – the Committee received the Dementia Strategy commissioned by Attain Healthcare Consultancy, in its final draft status prior to presentation to the Board. Members noted the £9 million WG funding allocation made available via the Integrated Care Fund (ICF) across Wales, of which £1.249 million is allocated to the West Wales Regional Partnership Board (WWRPB) for local implementation and development. Members noted that WG has endorsed the strategy, which is clearly aligned to the All Wales Dementia Action plan and its priority areas. The Committee supported presentation of the Dementia Strategy for approval to the March 2022 Public Board.
- **RPB Population Assessment (SSWBA)** – the Committee received the RPB population assessment, which represents a legal requirement in each local Government electoral cycle for publication on both the Health Board and Regional Partnership Board websites, following its approval.
- **PSBs Wellbeing Assessments (WBFGA)** – the Committee received an overview of the Health Board's involvement in the process of developing Public Services Boards (PSBs) Wellbeing Assessments and noted the proposed timelines for their approval by each PSB and their subsequent presentation to SDODC and Board.

- **RPB Market Stability Report** – the Committee received the RPB Market Stability Report, which represents a WG requirement for the RPB to assess the sufficiency of care and support services in the regional market within the Hywel Dda area. Members noted that a second element of the report considers stability of the services regulated by Care Inspectorate Wales (CIW). It was confirmed that further reports and an action plan would be brought back to SDODC in due course.
- **A Regional Collaboration for Health (ARCH) update** – the Committee received an update on the activities of the ARCH portfolio and regional discussions between HDdUHB, SBUHB and Swansea University for the period December 2021 – February 2022, setting out the clear service plans in place and focusing on those that are in the early stages of development. It was confirmed that this information would be referenced within the Health Board’s IMTP.
- **Monitoring Welsh Health Circulars (WHCs)** – the Committee received assurance on the management of WHCs within the SDODC’s Lead Director and Supporting Officer areas of responsibility, in terms of an understanding of when the WHC will be delivered, any barriers to delivery, impacts of non/late delivery and assurance that the risks associated with these are being managed effectively.
- **Discretionary Capital Programme (DCP) and Capital Governance Update Report** – the Committee received the DCP 2021/22 and Capital Governance Update Report. Members noted that the Women & Children Phase II timeline remains a challenging, albeit improving, position. Members were advised of the significant progress made on delivery for 2021/22 and the detail on slippage at a national level, meaning £350k has been secured for IT replacement and £643k for mobile x-ray equipment. Members were informed of the challenging position for 2022/23 given the unexpected 24% decrease (circa £2m) in DCP allocation announced by WG in January 2022. Notwithstanding this, the Committee endorsed the proposed DCP for 2022/23 for onward ratification by the Board – see table below:

	£m
Pre-Commitments	2.363
Breakdown contingency	0.400
Development of business cases	0.300
Capital support	0.200
Dealing with issues in residential accommodation	0.150
Dealing with issues arising from Credits for Cleaning audits	0.200
Equipment Replacement	0.688
IT & Digital	0.200
Infrastructure	0.665
Statutory	0.520
<b>TOTAL</b>	<b>5.686</b>

The Committee also agreed to escalate the concerns around the reduction in available capital for 2022/23 through the Committee Update Report to Board.

- **Capital Governance Review – Management Response and Action Plan** – the Committee received an update on the 12 recommendations following the recent

Capital Governance Review, receiving assurance that progress is being made to deliver against the actions identified.

- **Capital, Estates and Information Management & Technology Sub Committee (CEIM&TSC) Update Report and Review of Terms of Reference** – the Committee received noted the CEIM&TSC update report and approved the revised Terms of Reference.
- **Corporate Risks Allocated to SDODC** – the Committee received the Corporate Risks Allocated to SDODC report, and assurance that all identified controls are working effectively with all planned actions to be implemented within stated timescales to reduce risk and/or mitigate the impact if the risk materialises.
- **Operational Risks Allocated to SDODC** – the Committee reviewed and scrutinised the risks within the Operational Risks Allocated to SDODC report.

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

- West Wales Care Partnership (WWCP) Dementia Strategy (agenda item 5.1.1)
- Palliative Care Strategy (agenda item 5.1.2)
- Ratification of the Discretionary Capital Programme for 2022/23
- Note that the Population Assessment and Market Stability Report has been reviewed in Executive Summary form by the Committee and approved through the Regional Partnership Board on 23<sup>rd</sup> March 2022, recognising that this is a substantive item at agenda item 5.2

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

- **Integrated Performance Assurance Report** – concerns regarding the declining performance within Mental Health, the challenges faced in terms of increasing demand, and the lack of staffing due to recruitment issues coupled with Estates issues, with the suggestion that the recently produced Benchmarking report, identifying how HDdUHB's performance compares with other Health Boards, be presented to a future Board Seminar session, to consider such outliers in performance.
- **Stroke Service Re-design** – concerns around the lack of clarity on the regional Hyper Acute Stroke Unit (HASU) plans, with it noted that high level Executive to Executive discussions are to continue through ARCH in order to resolve this.
- **Discretionary Capital Programme (DCP) 2021/22** – concerns around the available capital for 2022/23 given the 24% decrease in DCP allocation for 2022/23, acknowledging the balancing act that will need to be struck in terms of DCP management for the following 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:

- A Healthier Mid and West Wales Programme Business Case (PBC) submission feedback from WG
- PSBs Wellbeing Assessments (WBFGA)
- RPB Market Stability Report

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

28<sup>th</sup> April 2022