

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 27 April 2023
Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:	
<ul style="list-style-type: none"> • SDODC Draft Annual Assurance Report 2022/23: The Committee approved the SDODC draft Annual Report 2022/23 for onward ratification to the July 2023 Public Board. Members noted the significant amount of work that had been undertaken during the year and noted that there will be a different approach and process for next year. • Targeted Intervention (Planning): The Committee received an update regarding the Health Board's Targeted Intervention (Planning) status, noting that the Health Board had commented on the draft Peer Review report and the final version is awaited. It was noted that actions were being taken to progress the Clinical Services Plan and members acknowledged the interface between Clinical and Executive within the groups being established across each of the seven service areas and the overarching Steering Group which will oversee the programmes of work. Governance reporting arrangements in respect of delivery and indicative timescales are in hand. • Pharmaceutical Needs Assessment: Annual Review: The Committee noted that as of 1 April 2023, all 97 Pharmacies in the Hywel Dda area are expected to provide Clinical Community Pharmacy Services (CCPS). Some minor changes to change of ownership or opening hours, particularly Sunday opening had taken place and members noted in particular the closure of the dispensing service at Solva surgery and were heartened that five community pharmacies responded to provide a prescription collection and delivery service. The Committee received assurance that pharmaceutical services currently provided are sufficient to meet the needs of the local population and are accessible. • Planned Care: The Committee received a detailed update in respect of the current position and progress, noting that discussions are taking place with Welsh Government (WG) regarding the Health Board's Annual Plan, of which is Planned Care is a part. Data to March 2023 demonstrates positive improvement in terms of achieving Ministerial priorities. Members noted that Hywel Dda University Health Board (HDdUHB) follows-up on a lower proportion of its population, circa 16%/17% compared to circa 30% in other Health Boards, which is important in terms of the volume of patients discharged following their outpatient appointments. The success of the SOS (See on Symptom) and PIFU (Patient Initiated Follow-Up) approaches have positively impacted outpatient volumes which are now above pre-pandemic level with follow-up activity being circa 30% lower than pre-pandemic level. The resultant available capacity has been used for new patient activity which is also making good progress and demonstrates the success of the secondary care model. Members noted that HDdUHB's planned care recovery is amongst the best in Wales with the best comparative numbers at milestone stage as at 31 December 2022 and success in achieving the Ministerial priorities for 52 weeks, 104 weeks and for the total pathway. 	

Regional work is being undertaken with Swansea Bay University Health Board (SBUHB) around Orthopaedics and a Memorandum of Agreement requires formal HDdUHB approval and provision of a governance structure and framework to support a regional orthopaedic model. Members noted WG's additional recovery funding in the sum of £50m that is available to Health Boards, however, it is not yet possible to determine the amount of additional recovery funding required by HDdUHB. Members recognised the extremely challenging financial position for NHS Wales and across all Health Boards in Wales and acknowledged that difficult decisions and choices will need to be made by WG, Health Boards, including HDdUHB, in terms of funding allocation priorities.

- **Integrated Performance Assurance Report (IPAR):** The Committee received the IPAR which confirmed success against the Ministerial priorities referred to earlier under Planned Care. A decline in performance for Urgent and Emergency Care during March 2023 compared with January and February 2023 was noted along with mitigations in that the Emergency department has consistently escalated, and infection control issues remain, mainly as a result of lack of capacity which has restricted patient flow.

There has been an improvement in the single cancer pathway performance from 38% in January 2023 to 58% in February 2023, and the overall backlog in March reduced by 64 from the previous month, ahead of the internal prediction.

Members noted the main areas of concern in Therapies including Physiotherapy, Occupational Therapy, Podiatry and Dietetics, particularly around those waiting more than 14 weeks for a specific therapy; it was noted that industrial action has had a considerable impact. This matter had also been raised at the QSEC meeting on 14 February 2023. SDODC requested clear trajectories and narrative in order to be able to measure and understand the difficulties, the mitigations and the actions required to address the sense of trajectory for what may be a blip or a seriously deteriorating position.

In Mental Health, Psychological Therapy performance has declined for the fourth consecutive month as demand continues to outweigh capacity, which was the subject of discussion at a recent Improving Together session.

Clostridioides difficile (C.diff) infections are also above the monthly target and show continued concerning variation.

There is a significant number of patients who cannot leave hospital (300) due to a lack of provision of community and social care needs.

The Health Board has exceeded its trajectory of having 2,870 nurses in place by the end of quarter four, having 2,955 in post, significantly ahead of the April 2024 target. The meeting discussed in detail the expected reduction in agency spend; when this would become apparent and the impact on the overall workforce and at the various hospital sites, acknowledging this matter is multi-dimensional, multi-faceted and very complex.

- **Planning Objectives Closure Report Q4 2022/23:** Members noted that at the end of the financial year 2022/23, of the POs aligned to SDODC, three had been completed, two were ahead of plan, six were behind plan and 27 were on track. Members noted further that 2022/23 POs will continue into 2023/24 and had been reviewed and collated into more concise POs with clear and close alignment to each other and to the Ministerial priorities and the Health Board's strategic plan.

The meeting discussed, in detail, reporting around POs that referred to planning for high-quality patient care in terms of which the Committee they should be reported to i.e.

whether SDODC for planning for high-quality patient care and/or QSEC for high-quality patient care. This matter will be further discussed at the Committee Chairs' meeting.

- **Annual Plan 2023/4:** The Committee noted that the Annual Plan 2023/24 was approved by Board on 30 March 2023 meeting and submitted to WG on 31 March 2023 with the Health Board's Accountability Letter stating the reasons why it was not able to submit an Intermediate Medium-Term Plan (IMTP) and outlining the projected financial position. Members understand that the Plan, as it currently stands, is unacceptable to WG and the Health Board is required to review elements of it, on which clarification will be sought at the meeting on 3 May 2023.
- **Reinforced Autoclave Aerated Concrete (RAAC) Planks:** The report informed the Committee of the actions taken to date regarding RAAC planks, a material that has limited structural loading capacity with a risk of structural collapse should the product fail. Their presence has been confirmed in Withybush Hospital on the upper floor and ward areas and a small area on the ground floor and a very small area in the plant rooms at Bronglais Hospital. Structural engineers undertook surveys in 2020/21 and actions following their recommendations were taken in line with specialist advice. However, since late 2021 there has been growing concern about RAAC planks and, following some high-profile incidents, WG appointed their own structural engineers in late 2022 and the resulting report, received early in 2023, requested information on RAAC planks from the Health Board. The Health Board's structural engineers have advised that in order to answer these questions, inspection is required, on a sampling basis of between 10%-15% of the number of planks by drilling, to confirm the location and extent of reinforcement bars within. The survey for Withybush Hospital is currently being commissioned and is due to commence mid-May 2023 in Ward 9 and will take up to nine months for all areas to be surveyed, after which, critical work will be identified. The survey will cost circa £450k, including consultant surveys, additional ward cleaning, decanting, portering and asbestos removal where necessary. There may be further costs for any urgent remedial work identified. WG have indicated that the Health Board must meet these costs, although discussions continue. The Health Board has opted for a single specialist contractor, Curtains, to save time on a procurement/tender process and has rapidly secured resources i.e. cleaners, porters to ensure the ward decant, if necessary, is kept to a minimum. Contractors and specialists are on standby to undertake any remedial work with the shortest delay possible. It will be possible to reclaim VAT in the sum of circa £250k-£300k.

It was noted that WG has requested that Health Boards undertake a further survey for RAAC planks within the wider portfolio of their estate, including community and primary care and wider community sites. This work is currently out to tender.

- **PO 4M: Health Protection:** The Committee received assurance regarding the establishment of a system to review Health Protection and Tuberculosis (TB) pathway plans. The TB Operational Group was re-established, and terms of reference will be developed to provide a robust governance reporting system and ensure proper process for an HDdUHB TB service for paediatric and adult case finding and screening, and testing and treatment and to provide for the ability to test protocols and ensure progress on the action plan resulting from the external review of the Llwynhendy TB outbreak.

The issue as to where Health Protection and TB pathway should be reported, ie, whether SDODC or QSEC will be discussed at the Committee Chair's meeting.

The Team received £1.9m of non-recurrent funding for 2023/24 to support the new version of Test, Trace Protect (TTP) and for TB, however, there is no commitment or assurance with regard to future funding, although Public Health is requested to plan for the future. Discussions continue with WG who indicate that Health Protection is being

evaluated alongside Hepatitis B and C elimination work and will be discussed within the Health Board.

- **PO 4D: Public Health Screening:** The Committee received an update on the Moondance Cancer (Bowel Cancer) Learning Programme for Schools initiative noting that, of the 24 schools involved in the Wales-wide programme, there are two secondary schools in the Hywel Dda area in Pembrokeshire that have joined the programme which includes a survey for year 7 pupils and their households to measure knowledge and awareness pre and post-participation.

The initiative is due to be launched on 5 June 2023 with information available via a virtual platform (vfair) providing access to information, videos and activities and additional learning opportunities within the school environment and access to much more information from a multidisciplinary team of key health professionals within the bowel cancer and screening arenas who provide information from a learning experience perspective as well as a career perspective. The work is closely aligned to Health Inequalities in terms of engagement with the local population.

- **PO 4S: Improvement in Population Health:** The Committee received an early draft of the 'Population Health Improvement and Wellbeing Plan', setting out the vision for the next three years with focus on behaviours and lifestyles with an associated action plan connecting all priority areas. Key lifestyle factors are the leading causes of preventable ill health and early death, such as, drugs, alcohol, BMI, smoking and blood pressure and highlight the rationale behind the strategy to tackle lifestyle approaches. The scope of the project is broad with focus on prevention, recognising the national strategy and acknowledging the wider health and wellbeing agenda with a requirement to demonstrate the impact on the population in terms of the value-based healthcare approach. The meeting discussed engagement, noting the range of actions around targeting those in the most socially economic deprived areas, in low-income professions, from urban communities; there appears to be general agreement that the targeted approach is more appropriate. Digital engagement will be incorporated into the plan, including the development of a health improvement and wellbeing app which will provide access to healthy lifestyle advice, various health-related services with the ability to make appointments and referrals, supporting resources for self-help and healthy life-style advice and the development of animations around key aspects of the strategy which will help engage with certain target groups.

In terms of timescales, this early draft is subject to amendment and will go out for wider consultation to partnership organisations with the intention that a final draft version will be available by September/October 2023.

Members noted that as part of the planning objectives review PO4D and PO4S have become deliverable as part of the new overall PO7a: *Population Health - Develop and Implement Public Health Plans*.

- **Discretionary Capital Programme 2023/24:** the following were highlighted for the year 2022/23:
 - An unaudited underspend of £68K against the Capital Resource Limit.
 - An investment programme of £34m has been delivered.
 - The deposit for the land for the Cross-Hands community scheme has been paid.
 - With regard to 2023/24, the following were highlighted:
 - The Board ratified the programme of expenditure at the meeting on 30 March 2023.
 - The contingency of £1m for RAAC planks is already under significant pressure with over half of that amount for consultancy.
 - The Women's and Children's scheme is expected to complete in July 2023.

- There remains significant pressure on outturn costs for the fire enforcement work at Withybush Hospital.
- The Regional Partnership Board approved the submission of two bids to WG's Integration and Rebalancing Capital Fund (IRCF):
- To progress the Business Case for additional funding for the Carmarthen Hwb
- To develop a Strategic Outline Case and Outline Business Case for the Fishguard Health and Wellbeing Centre
- **Capital Sub-Committee** meeting held on 24 March 2023. The following were highlighted:
 - An amendment to the Capital Sub-Committee Terms of Reference relating to the way risk is reported was approved. The Committee requested that 'post-project evaluation' was included in the terms of reference in view of the fact that this was a requirement following a governance review earlier in the year.
 - The Committee received, for information, a copy of the infrastructure enabling plan.
- **Capital Sub-Committee Annual Report 2022/23.** The following were highlighted:
 - The work done on post-project evaluation and lessons learned has provided a rich source of learning for future projects.
 - The work undertaken in the Regional Capital space has progressed and the team has worked closely with the Regional Partnership Board on the development of Capital plans.
- **PO4T: Continuous Engagement Implementation:** Members noted that the Health Board continues to engage with its population. Larger consultation events and activities around the land consultation and a forthcoming Paediatrics event, were noted with both consultations being interspaced with more local and dedicated engagement events and activities. The Engagement team will have a presence at the forthcoming Eisteddfod at the end of May and will continue to look for opportunities to engage with communities in ways that do not necessarily connect with a particular service change or particular need to consult, in order that conversations with communities are ongoing prior to consultation rather than starting anew.
- **A Healthier Mid and West Wales (AHMWW) Programme Business Case (PBC) Update:** WG, disappointingly, did not receive any bids for the tender for the appointment of a review team, which will impact on timelines for the Clinical Services Review. Members noted that the Board had agreed that Board to write to WG expressing concern in this regard. A meeting was planned for 5 May 2023 with WG colleagues at which an indication of the plans from this point forward will be obtained at which point work on the Strategic Outline Case and links to the Clinical Services Review and next steps will become clear after this meeting. The technical and commercial work in support of the land selection process continues.
- **A Healthier Mid and West Wales Forward Look Governance Review (Advisory Review):** The document was shared with Members as a requirement of an ARAC action arising at the meeting held on 21 February 2023 (AC(23)22).
- **Pentre Awel (Llanelli Wellbeing Centre):** The development and general scheme of work is progressing. Members noted that the Health Board is in close dialogue with Carmarthenshire County Council regarding the single floor space the Health Board wishes to utilise, rather than two floors; a similar review will be undertaken for clinical space requirements. Liaison work between the Health Board and Swansea University

will be pursued in order that the organisations work together to complement each other and ensure alignment.

- **Corporate Risks:** Two risks had reduced:
 - **Risk 1350:** *Risk of not meeting the 75% waiting times target for 2022/23 due to diagnostics capacity and delays at tertiary centre.* This risk will carry forward into 2023/24 and had been raised in the Directorate and the Improving Together session.
 - **Risk 1407:** *Risk to delivery of Annual Recovery Plan and achievement of Welsh Government (WG) Ministerial Priorities for the reduction in elective waiting times.*

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

- To endorse (at the July 2023 meeting) the SDODC Annual Report 2022/23.

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

- Annual Plan 2023/24: In terms of the clarity required in order that WG can approve.
- Clinical Services Review: In terms of the impact on the timeline, given the unsuccessful tender exercise to appoint a review team.
- RAAC Planks: In terms of the potential additional spend.

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, progress on identified actions will be followed up.

Dyddiad y Cyfarfod Nesaf / Date of Next Meeting:

26 June 2023