



**CYFARFOD BWRDD PRIFYSGOL IECHYD
UNIVERSITY HEALTH BOARD MEETING**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 January 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Implementing the 'A Healthier Mid and West Wales' Strategy
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategic Development & Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Eldeg Rosser, Head of Capital Planning Helen Morgan Howard, Head of Engagement and Transformation Programme Office

Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)
Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The report provides an update to the information presented to the Board in November 2022.

Cefndir / Background

A meeting was held in October 2022 with Welsh Government (WG) to discuss the next steps regarding the Programme Business Case (PBC) for a Healthier Mid and West Wales.

Following the meeting with Welsh Government, the following four key areas of work have been progressed:

- Clinical Strategy Review - to align with the governance of other major schemes across Wales, WG have requested an independent review of our clinical strategy as this underpins the Programme Business Case.
- Strategic Outline Case - to ensure a consistent approach for all major capital schemes across Wales, WG have requested that a Strategic Outline Case (SOC) be prepared. WG have agreed that a single Strategic Outline Case (SOC) will be acceptable to cover the new urgent and planned care hospital build, Glangwili Hospital and Withybush Hospital.
- Land Consultation - on 4th August 2022, the Board agreed to undertake a public consultation to gather views from the public, staff and stakeholders on the three shortlisted sites for the new urgent and planned care hospital. A public consultation is planned for early 2023.
- Land acquisition and technical work

Asesiad / Assessment

Clinical Strategy Review

The terms of reference for the clinical review has now been agreed with WG, who will now undertake the procurement of the review team.

Producing the Strategic Outline Case (SOC)

WG have now agreed the scope of the SOC, and work has commenced on the development of a work plan to produce this strategic outline case.

Land Selection Process

Ongoing discussions are being held with the owners of the nominated shortlisted sites to ensure that they are aware of the land acquisition process and the scope of any technical activities required on the land.

The technical team have also commenced their work to identify the topographical survey requirements for each site.

Land Consultation

Work has been undertaken to develop the consultation documents and questionnaire, review supporting technical documents, and detailed plan for the first 6 weeks of consultation work.

This process has been undertaken alongside a quality assurance process to ensure that the consultation meets best practice, while avoiding issues which could cause the consultation to be challenged.

Planning for the first 6 weeks of consultation has also been carried out, covering the period up to the mid-point review, detailing the resource requirements, events and stakeholders who we will seek to engage with.

During the mid-point review, work will be undertaken to consider the feedback received and identify gaps in responses from stakeholders. This will inform the activities for the remaining 6 weeks of the consultation.

During January 2023, the focus will be on the development of promotional materials and communications for the launch of the consultation, as well as briefing staff and leads who will be supporting the consultation events.

As the Board has approved two separate matters for consultation, work has been undertaken to explore whether there are opportunities to carry out both simultaneously; however, this is not possible without causing the land consultation to be significantly delayed. The learning from the development of land consultation has, however, supported the planning for the paediatrics consultation.

Consultation Quality Assurance Process

The quality assurance process has been led by the Consultation Institute and focuses on three stages during pre-consultation, these are:

- Scoping and Governance – ensuring there is a robust mandate and grounds for consultation, and governance structures in place throughout the life of consultation,
- Project Planning – ensuring that there are resource, risk, timeline and change management established and accessible throughout the consultation as well as sufficient support available to deliver the consultation,

- Consultation Documentation – ensuring that the documentation allows people to make informed decisions and that information is available for all readers in accessible formats, including detailed technical documents for those with special interests.

The Consultation Institute has confirmed that the Health Board has passed the scoping and governance gateway and the consultation documentation gateway, and indications are that we are on track to receive the project planning assurance shortly.

It should be noted that it is not uncommon to receive the project planning assurance later, as it is considering live documentation and plans, which are subject to change throughout the development and delivery of consultation.

Programme of Work / Timelines

The need to quality assure the documentation and questionnaire before beginning on design and printing, along with the bank holidays during December 2022 and January 2023, have resulted in an impact on when the land consultation can launch.

Despite the best efforts of the project team, it is no longer possible to launch the consultation on 26th January 2023, and it is recommended that the consultation now be launched on 23rd February 2023, four weeks later.

The consultation would run for 12 weeks as previously agreed, and end before the paediatric consultation begins, in line with their timelines. The findings and recommendations of the consultation would then be shared with Board in the summer of 2023.

The current workplan also anticipates that an update to the Board will be available in the summer of 2023 on the:

- Land technical work
- SOC
- Clinical Strategy Review

Argymhelliad / Recommendation

The Board is requested to:

- **NOTE** the progress made with the Clinical Strategy Review
- **NOTE** the progress made on the Strategic Outline Case (SOC)
- **NOTE** the progress made in land selection process and consultation planning
- **RECEIVE ASSURANCE** from the Consultation Institute’s Quality Assurance Process
- **NOTE** the delay in consultation launch date

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Cyfeirnod Cofrestr Risg Datix a Sgôr
Cyfredol:
Datix Risk Register Reference and
Score:

Risk 1196 - Insufficient investment in
facilities/equipment/digital infrastructure (risk score 16)

Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	1.1 Health Promotion, Protection and Improvement
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	5C_22 Business Cases for A Healthier Mid and West Wales 3M Communications 4T Continuous engagement implementation
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:	Contained in the body of the report
Rhestr Termau: Glossary of Terms:	Contained in the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Consultation Institute Welsh Government

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The PBC sets out both the revenue and capital funding assumptions for the programme including a detailed Financial Case section in the PBC
Ansawdd / Gofal Claf: Quality / Patient Care:	Implicit within the PBC. This is an integral part of the PBC case for change
Gweithlu: Workforce:	Implicit within the PBC. This is an integral part of the PBC case for change and is the subject of Workforce Appendix in support of the PBC.
Risg: Risk:	Risk 1196 Insufficient investment in facilities/equipment/digital infrastructure
Cyfreithiol: Legal:	Implicit within the PBC
Enw Da: Reputational:	Implicit within the PBC
Gyfrinachedd: Privacy:	Implicit within the PBC
Cydraddoldeb: Equality:	There is an Equality & Health Impact Assessment which will remain 'live' through the duration of the programme

Appendix 1:

Clinical Review - Terms of Reference – Hywel Dda UHB

Geographical: Hywel Dda plus regional and tertiary interfaces

Summary/Background:

Hywel Dda Health Board and Welsh Government are seeking to secure independent advice on their outline clinical services model, known within the organisation as 'A Healthier Mid & West Wales; Our Future Generations Living Well'. The Health Board has recently submitted to Welsh Government a Programme Business Case (PBC). The PBC sets out the case for change – which centres around the development of a community model and a shift towards a social model for health along with a proposed need to build a new urgent and planned care hospital along with rebuilding or repurposing other hospitals throughout the region. The PBC set out the overarching clinical services plan, with key assumptions that informed the case for change. The key principles of the clinical services model were tested with the public during a public consultation exercise in 2018 and approved by the Health Board in November 2018.

The Health Board have been asked to prepare a Strategic Outline Case for the Urgent and Planned Care Hospital and the repurposing of Withybush and Glangwili Hospital, this will be based on the information currently contains within our PBC. As the Health Board progresses to the development of the Outline Business Case (OBC), further work will be undertaken on the development and delivery of the clinical model. Changes to the model will be tested through engagement, with service users and public to inform the health care planning needed at OBC stage of the business case process and ultimately influence any future infrastructure investment.

Aim:

To provide independent, publicly reportable, advice to Welsh Government and Hywel Dda University Health Board on the Hywel Dda clinical strategy, 'A Healthier Mid & West Wales; Our Future Generations Living Well'.

Scope:

- The whole system integrated clinical strategy, including the regional context
- To include GMS, primary and community care networks and the developing social model for health. This needs to reflect the Healthier Mid and West Wales Strategy of being whole system with a shift toward prevention and early intervention
- To consider the proposed secondary care hospital configuration
- To consider if there are credible alternative proposals to the clinical strategy in part or whole.

Digital: Digital transformation and inclusion across our rural population. To ensure the plans are appropriate for this stage of the programme.

Workforce: Workforce transformation and to ensure plans are appropriate for this stage of the programme development.

Partnerships: To consider the maturity of partnerships to deliver the strategy.

Geographical: Hywel Dda plus regional and tertiary interfaces

Outputs:

- Provide an independent review of the current outline clinical services plan and the model of care it articulates, with clear recommendations to inform the next stages of the development of the clinical model, and the SOC for our Urgent and Planned Care Hospital and the repurposing of Withybush and Glangwili Hospital, and associated business cases. What are the benefits of the planned strategy compared to the existing model?
- Whether the Health Board is cognisant of the risks inherent in the strategy including the proposed locations of the main Urgent and Planned care sites?
- Whether the Workforce and Digital Strategies as set out in the PBC are sufficiently robust to deliver the Clinical Model
- What are the risks and benefits of the planned strategy regarding research, development, and innovation?
 - How the proposed network model would support high quality research and development and promote innovation?
 - Are the risks identified and understood and how might any of these risks be mitigated?
- How could the benefits/opportunities be further optimised with learning from other health care systems? Are there any broader development opportunities related to related healthcare that could be considered to maximise the opportunity?
 - What are the key areas of focus for the health board to consider in the next stage of the development of the clinical services plan and the Strategic Outline Case?

The work should consider:

- Synthesis of existing international evidence
- Emerging trends e.g., new medicines and technology; policy emphasis on improving access to services/reducing health inequalities; development of digital services; requirements for pandemic resilience.

Method

- Literature and evidence review across UK, Europe and International Healthcare systems to identify how other organisations of similar complexity and service profile deliver their acute services.
- Information and intelligence gathering
- Information provided by the UHB
- Interviews with a cross-section of interested parties, clinicians, and key stakeholders, including WG Stakeholders
- Interviews and consideration with external experts for example the Royal Colleges

Timings:

Commencement: Early 2023

Completion: April 2023