

Enw'r Pwyllgor / Name of Committee	Strategic Development and Operational Delivery Committee (SDODC)
Cadeirydd y Pwyllgor/ Chair of Committee:	Mr Maynard Davies, Independent Member (Chair)
Cyfnod Adrodd/ Reporting Period:	Meeting held on 31 August 2023
Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:	
<ul style="list-style-type: none"> • Winter Respiratory Vaccination Programme – Delivery Plan: The Committee noted the delivery plan and the opportunity to build on the integration, where possible, of the COVID-19 vaccination programme with the existing Flu programme. The Committee also noted the work underway to mitigate the risk to programme delivery of the proposed approach and received assurance from the control measures in place through recognition of the key enablers. • Targeted Intervention Update: The Committee received an update with regard to the Health Board's Targeted Intervention (TI) status and Peer Review report, noting that the Peer Review report had been consolidated with wider/previous reports including Audit Wales Structured Assessments; Annual Planning Cycle (NHS Wales Planning Framework); the KPMG report in relation to financial planning; the Maturity Matrix; and the internal planning Master Actions emanating from the original TI expectations. As a result, multiple, overlapping plans have been eliminated, and this set of actions will be monitored by the Targeted Intervention Working Group and overseen by Mr Steve Moore's Escalation Steering Group, prior to submission to Welsh Government for approval. • Integrated Performance Assurance Report: The Committee received assurance from the IPAR – Month 4 2023/2024, and noted the new PowerPoint Integrated Performance Assurance Report (IPAR) Overview: as at 31 July 2023, which summarises performance against HDdUHB's key improvement measures for 2023/24. The IPAR confirmed the following: <ul style="list-style-type: none"> • Planned Care breaches continue to show improving variation • A slight deterioration in performance in Referral to Treatment (RTT) metrics in the last month. • High levels of concern regarding Urgent and Emergency Care (UEC) four- and 12-hour breaches • HDdUHB achieved and exceeded the one-hour handover trajectory • The Diagnostics position is improved • Challenges continue in Mental Health, particularly in Neurodevelopmental services • Healthcare acquired infections: C-diff remains on trajectory to achieve improvement, however E-coli, shows a deterioration <p>Independent Members (IMs) indicated that they had not received assurance that the position would improve for HDdUHB Ophthalmology patients in the short term.</p> • Discharge Update Report: Inc Governance: The Committee noted the Discharge Update Report as a response to an action from Board on 25 May 2023. The report confirmed that concerted efforts had reduced patients in the longer length of stay cohort (three weeks and over), although those individuals remaining in the longer length of stay categories were mainly awaiting capacity beyond hospital stays. Longer 	

stay patients occupy approx. 400 of the 1000 beds within HDdUHB, which is 100 more than pre-pandemic. The Committee expressed concern that the Trusted Assessor scheme was close to being rolled out in Carmarthenshire, but that in Pembrokeshire, the model was still under consideration; and indicated that delays should be escalated to the CEO, Chief Officer meetings and/or the Regional Partnership Board (RPB).

- **Capital Sub-Committee – 20 July 2023 update AND Discretionary Capital Programme 2023/24 report:** The Committee noted both reports and the confirmation of Welsh Government (WG) funding totalling £6.4m to support the Fire Schemes overspend and £12.8m in support of the Reinforced Autoclave Aerated Concrete (RAAC) works, both at Wityhush Hospital (WH). In light of the funding allocation and the subsequent recovery of the contingency, paused/delayed schemes will now be reviewed and the Corporate Risk Register updated accordingly
- **Strategic Outline Case: A Healthier Mid and West Wales:** The Committee noted the update on the Clinical Strategy Review and Infrastructure Investment Board and the likely Programme Business Case (PBC) endorsement timeline; and the progress on the Strategic Outline Case (SOC). The Committee also noted the continuing technical work and commercial discussions in support of the land selection process, and that the public consultation had closed and the process of conscientious consideration is underway. The Committee noted the necessity for scrutiny and alignment of governance processes in the Transformation and Digital Programmes alongside the Social Care model.
- **Reinforced Autoclave Aerated Concrete (RAAC) Planks: Update:** The Committee noted the RAAC Planks report and the impact on the Discretionary Capital Programme, which was subsequently mitigated by the approval from Welsh Government for financial support funding in the 2023/24 and 2024/25 Financial Year.
- **Deep Dive: Planning Objective 4a: Planned Care Update and Cancer Recovery:** The Committee received assurance from plans in place to deliver Planning Objective 4a in relation to Single Cancer Pathway recovery and Planned Care recovery with available resources, and progress achieved to date. The Committee noted progress achieved in recent months to reduce the volume of patients in the 62 Day+ backlog and the risks to further recovery progress during the remainder of 2023/24 in the absence of additional supporting resource. Also noted was the right of Welsh Government to withdraw the £6.6m additional funding should improvements not be delivered.
- **Deep Dive: Planning Objective 6a: Clinical Services Plan:** The Committee noted that work is underway and that an issues report will be presented to Board on 25 January 2024.
- **Pentre Awel:** The Committee noted the progress in the development of the Pentre Awel project; the actions to confirm the Health Board involvement in the project and the overall timeline.
- **Corporate Risks:**
 - **Risk 1650:** *Risk to delivery of Ministerial Priorities relating to planned care recovery ambitions 23/24 due to demand exceeding capacity.* WG refusal of Mutual Aid has compounded this risk.
 - **Risk 1707:** *Risk of breaching Capital Resource Limit (CRL) in 2023/24 due to additional significant demands for funding.* This risk will be revised following the allocation of WG funding.

Materion y mae angen Ystyriaeth neu Gymeradwyaeth Lefel y Bwrdd are u cyfer / Matters Requiring Board Level Consideration or Approval:
<ul style="list-style-type: none"> • None
Risgiau Allweddol a Materion Pryder /Key Risks and Issues/ Matters of Concern:
<ul style="list-style-type: none"> • Lack of Ophthalmology capacity and the risk to the service • Discharge update report and associated concerns, particularly in light of the Health Board's request for Mutual Aid; and the lack of progress with a Trusted Assessor model in Pembrokeshire and the subsequent delayed recruitment • Necessity for scrutiny and alignment of governance processes in the Transformation and Digital Programmes and also the Social Care model • Performance challenges due to RAAC works • Financial Performance and the risk of withdrawal of WG improvement funding up to £6.6m
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 October 2023