

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 November 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Update on implementing the 'A Healthier Mid and West Wales' Strategy
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Williams, Assistant Director of Strategy and Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report provides an update in relation to implementing the 'A Healthier Mid and West Wales' Strategy, to include:

- Feedback from the Welsh Government Infrastructure Investment Board Meeting held on 21 September 2023
- Clinical Model Review by the Nuffield Trust
- Strategic Outline Case/Programme Timeline

It had been anticipated that, by this date, a definitive update would have been available for Board. However, all items remain unresolved, and therefore the Board is being asked to note the current position.

Cefndir / Background

As previously reported, following a response from Welsh Government (WG) in September 2022 on the next steps regarding our Programme Business Case (PBC) for a Healthier Mid and West Wales, work has been progressing on the following:

- Clinical Strategy Review - to align with the governance of other major schemes across NHS Wales, Welsh Government commissioned an independent review by the Nuffield Trust of our clinical model. Nuffield Trust representatives conducted their research, including interviews with Health Board representatives, through August 2023 in order to prepare their report to Welsh Government
- The University Health Board presented to the Welsh Government Infrastructure Investment Board (IIB) on 21 September 2023 to consider programme timing, the implications of programme delay and the infrastructure options considered by the Health Board. The Health Board team was led by the Chair and Chief Executive and detailed presentation delivered by the Director of Strategy and Planning

- Programme Business Case - this was submitted to WG in February 2022. Ministerial endorsement is subject to satisfactory completion of the Nuffield Trust clinical model review and discussion at the Infrastructure Investment Board on 21 September 2023
- Strategic Outline Case - to ensure a consistent approach for all major capital schemes across Wales, WG has requested that a Strategic Outline Case (SOC) be prepared. WG has 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. It was agreed with WG that this work could be progressed in advance of endorsement of the Programme Business Case
- Land identification for the new urgent and planned care hospital - at the extraordinary Public Board meeting on 14 September 2023, Board members decided, based on the evidence presented and discussion in the meeting, to reduce the shortlist of sites for the new urgent and planned care hospital from three sites to two sites. The Board decided to progress with:
 - Whitland (Tŷ Newydd)
 - St Clears
- The Welsh Government Assurance Hub manage the gateway assurance process, with the last Programme Assessment Review being completed in September 2021. The scope for the review associated with development of the Strategic Outline Case (SOC) was agreed and the review conducted in October 2023

Asesiad / Assessment

Clinical Strategy Review

As part of feedback from the IIB discussion, the draft Nuffield Review has been shared with the Health Board. The report is broadly supportive of the Health Board's clinical model and includes helpful guidance on a number of issues and recommendations for further work at the Outline Business Case (OBC) stage. There are also likely to be recommendations pertaining to important issues outside of Health Board control and for which Welsh Government support will be required. Further clarification is being sought on the timeline for completion of the final report.

Infrastructure Investment Board (IIB) 21 September 2023

On 31 October 2023, a letter was received from the Deputy Chief Executive NHS Wales following the IIB, which included the recommended way forward in relation to the development of the Strategic Outline Case (SOC) for the new urgent and planned care hospital and Withybush and Glangwili Hospitals. Further discussions are planned with WG officers to work through the detailed requirements including the likely resource and timeline implications. This will be the subject of further update reports to Board.

Programme Business Case (PBC)

As noted above, the expectation has been that successful completion of the Clinical Strategy Review and IIB discussion would enable the Minister to endorse the 'A Healthier Mid and West Wales' Programme Business Case. Following receipt of the letter from the Deputy Chief Executive NHS Wales on 31 October 2023, clarification is being sought on the process and timelines for PBC endorsement.

Producing the Strategic Outline Case (SOC)

The previously reported timeline had anticipated that the SOC would be presented at the November 2023 Public Board meeting. The document has, as far as practically possible, been

drafted, based on the scope previously agreed with WG. The SOC will be finalised once the implications for further work are understood following the IIB discussion and feedback, as referenced above.

Organisational Risks

The Principal Risk 1196 (Insufficient investment in facilities/equipment/digital infrastructure) includes reference to the Healthier Mid and West Wales Strategy. The fact that the PBC has not yet been formally endorsed, the clinical model review by the Nuffield Trust has not yet been a subject of a final report, and additional work required in relation to the Strategic Outline Case (SOC) has an implication for the delivery timescale for the Healthier Mid and West Wales Strategy. The timeline implications are currently uncertain; therefore, this Principal Risk will need to be reviewed and updated in light of the current position.

Programme Gateway Review

A scope for a Programme Assessment Review was agreed with the Welsh Government Assurance Hub. The review team completed their report in October 2023 and concluded with an amber rating for the programme. The report included a series of recommendations which will now be managed through the Programme Group.

Argymhelliad / Recommendation

The Board is requested to:

- **NOTE** the status of the current programme of work in relation to the Programme Business Case and Strategic Outline Case.
- **NOTE** the receipt of correspondence from the Deputy Chief Executive NHS Wales and the work underway to clarify the likely resource and timeline implications for key programme activities.
- **NOTE** the receipt of the draft Nuffield Trust Review of the Health Board’s Clinical Model and that clarification is being sought in relation to the finalisation of this report.
- **NOTE** the completion of the Programme Assessment Review (PAR) and the Amber status achieved.
- **NOTE** that there may be implications for the Principal Risk 1196, which will be subject to further review.

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)
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply

Amcanion Strategol y BIP: UHB Strategic Objectives:	5. Safe sustainable, accessible and kind care 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 2021-2022	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:	Contained in the body of the report

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