

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 26 October 2023
Y Penderfyniadau a'r Materion a Ystyriodd y Pwyllgor / Key Decisions and Matters Considered by the Committee:	
<ul style="list-style-type: none"> • 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 Action Plan tracks progress through future Committees and the Escalation Steering Group (chaired by the Chief Executive). Members considered coordination across different areas, including operations, finance, and workforce. Members requested a simplified tracking system with an emphasis on colour-coding for visual clarity and consistency; with existing tracking mechanisms which align with the process used for the Audit Tracker, implementing a traffic light system. • Integrated Performance Assurance Report: The Committee received assurance from the IPAR – Month 6 2023/2024, and noted the PowerPoint Integrated Performance Assurance Report (IPAR) Overview: as at 30 September 2023, which summarises performance against HDdUHB's key improvement measures for 2023/24. The IPAR confirmed the following: <ul style="list-style-type: none"> • Focus on reducing the number of patients waiting over four years. • Improvements in urgent emergency care, with reduced ambulance handover times. • Discharge challenges with 222 patients having delayed pathways or discharge. • Impact of Reinforced Autoclaved Aerated Concrete (RAAC) issues at Withybush Hospital on urgent and emergency care (UEC). • Progress and challenges in cancer pathway performance. • Challenges in the skin pathway resolved. • Targets met for Part 1a and 1b in Mental Health, but Neurodevelopmental waits declined to 17% against a target of 80%. • Diagnostics saw breaches exceeding trajectory by more than 2000 in September 2023, particularly in Radiology, Endoscopy, and Cardiology. • Highest reported therapy breaches, with most in Physiotherapy, followed by Audiology and Dietetics. • Increase in C-diff cases in September 2023 against the target. • The impact of regional plans on Orthopaedics and the expected timeline for addressing three-year waits. • Community and Long Term Care Quarterly Service Report: The Committee received the report highlighting key issues, including appeals, disputes, retrospective claims, and activity in care homes as follows: <ul style="list-style-type: none"> • Of the four appeals discussed, one was at stage one and that there were zero disputes with formal local authorities during the period. • A reduction in the success rate of claims, attributing it to improved assessment accuracy and thorough initial assessments. 	

- 547 nursing beds occupied across 26 homes.
 - Challenges in conducting timely reviews of individuals receiving care at home due to resource constraints in the Community nursing teams.
- **Capital Sub-Committee – 20 July 2023 update report and Discretionary Capital Programme 2023/24 report:** The Committee noted both reports, including the project closure and lessons learned exercise related to the Prince Philip Hospital (PPH) Day Surgery Unit; and the submission of a £1.8m bid to Welsh Government for diagnostic equipment replacement. The Committee also noted receipt of funding for the Withybush Hospital fire schemes and associated remedial works, allowing the reinstatement of previously deferred projects.
 - **Strategic Outline Case: A Healthier Mid and West Wales:** The Committee noted the update provided and the formal feedback awaited on the Clinical Model Review and Welsh Government Infrastructure Investment Board (IIB), which is anticipated will lead to Programme Business Case (PBC) endorsement. The Committee also noted the progress being made on the Strategic Outline Case (SOC) and the risk to timelines associated with the need to address any additional requirements emerging from the clinical model review and formal IIB feedback.
 - **Deep Dive: Planning Objective 3a: Transforming Urgent and Emergency Care Programme:** The Committee received assurance from plans in place to deliver Planning Objective 3a in relation to transforming Urgent and Emergency Care with available resources, and progress achieved to date. The Committee noted improvement in ambulance handover wait times; and progress on Same Day Emergency Care (SDEC) flows and package of care delays. Also highlighted was the funding challenge and the need to demonstrate programme benefits and ensure integration into the core service and delivery model without adversely affecting the financial forecast.
 - **Deep Dive: Planning Objective 4c: Mental Health Recovery Plan:** The Committee received assurance that each service area's objectives are being managed/scrutinised through the Strategic Development and Operational Delivery Committee and the Quality, Safety and Experience Group; and that quarterly monitoring and reporting arrangements have been developed. The Committee noted the Mental Health and Learning Disability Directorate's progress against its planning, including the associated risks, issues and considerations for each service area, in particular the possible de-escalation of Child and Adolescent Mental Health Services (CAMHS) measures.
 - **Quarterly Annual Plan Monitoring Returns and Planning Objective Update:** The Committee received assurance on the current progress with Planning Objectives.
 - **Dementia Strategy:** The Committee received assurance on the status of the Regional Dementia Strategy and Programme, and the governance and plans in place to assure its delivery in line with the All-Wales Dementia Care Pathway of Standards. The Committee noted the importance of prevention in dementia care.
 - **Palliative Care Strategy:** The Committee noted the update on progress to date regarding the implementation of the Palliative and End of Life Care Principles (PEOLC) strategy and considered efforts to establish coordination between the three counties teams, and to align the service.
 - **Wellbeing of Future Generations Act Annual Report:** The Committee recommended for publication HDdUHB's Well-being Objectives Annual Report for the period 1 April 2022 – 31 March 2023; and the existing eight Well-being Objectives as

continuing to be relevant to the Health Board for the next five-year period, aligning with the Public Services Boards (PSB) Well-being Plan cycle.

- **Reinforced Autoclaved Aerated Concrete (RAAC) Planks Update:** The Committee noted the RAAC Planks report, the temporary propping of areas, where possible, to allow clinical services to continue; the support funding from Welsh Government for the 2023/24 and 2024/25 Financial Year; the ongoing surveys of RAAC Planks areas in the future; and the expectation of further deterioration and further investment being necessary.
- **Estates Property Strategy:** The Committee noted the work undertaken by the Health Board in providing regular submissions to Welsh Government to obtain urgent funding to manage key Estate risks; the current status of these submissions to Welsh Government; and the significant Estate risk currently being managed.
- **A Regional Collaboration for Health (ARCH) Update:** The Committee noted the HDdUHB and Swansea Bay UHB regional discussions and the ARCH Portfolio Summary Update.
- **Operational Risks:**
 - **Risk 1610:** *Risk of being unable to meet the increasing demand for data and analytics within the Health Board due to limited capacity.*
 - **Risk 1247:** *Risk to service delivery due to lack of suitable office and storage space for the Nursing Quality and Patient Experience (NQPE) teams*
 - **Risk 340:** *Risk of business cases not being funded within required timescales due to pressure on Discretionary Capital*
 - **Risk 1301:** *Risk to delivery of Health Board objectives due to insufficient capacity and capability within the Planning Team*

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

- Publication of HDdUHB's Well-being Objectives Annual Report for the period 1 April 2022 – 31 March 2023
- The existing eight Well-being Objectives as continuing to be relevant to the Health Board for the next five-year period, aligning with the Public Services Boards (PSB) Well-being Plan cycle

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

- Orthopaedic waiting times and implications from regional waiting lists
- Costs of delays awaiting a social worker
- Risk to funding of SDEC from April 2024 and certain Mental Health / Learning Disability services
- Estate risks

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:

21 December 2023