

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 21 December 2023
Y Penderfyniadau a'r Materion a Ystyriodd y Prif Bwyllgor / Key Decisions and Matters Considered by the Main Committee:	
<ul style="list-style-type: none"> • Self-Assessment Timelines: The Committee noted that during the week commencing 5 February 2024 all Committee members and attendees will receive a short digital form for completion within two weeks. Survey responses will be collated, along with feedback captured through the preceding 12 months; and that on 18 March 2024, a facilitated, in-person workshop has been arranged to discuss the feedback from the above and develop a workplan to be taken forward. The outcome report will then be presented to SDODC on 25 April 2024. • Targeted Intervention Update: The Committee received assurance from the ongoing response to Targeted Intervention (from a Planning perspective), noting the four key focus areas and six thematic issues that Hywel Dda University Health Board (HDdUHB) is addressing as part of its planning improvement journey, which include developing a positive planning culture, a robust planning cycle, operational plans and change management, and a clinical services plan. The Committee also noted that most actions were expected to be completed by 31 March 2024. • Integrated Performance Assurance Report (IPAR): The Committee noted the the IPAR – Month 8 2023/24, which summarises performance against HDdUHB's key improvement measures for 2023/24. The IPAR highlighted the following: <ul style="list-style-type: none"> • Referral to Treatment (RTT) trajectories continue to be met. • Follow up performance shows a positive improving trend. • Ambulance handovers over one hour show concerning variation and teams are working on improving trajectories for the remainder of 2023/24. • Four and 12 hour waits in the Emergency Departments (EDs) also show concerning variation. • At 30 November 2023, 227 patients in HDdUHB hospitals were subject to delayed pathway or discharges. • Cancer performance in October 2023 was 50% against the trajectory of 67%. HDdUHB received 320 more referrals in October this year than for the same period last year. • Neurodevelopmental waits show a performance of 19% against a trajectory in October 2023 of 80%, although this is a national issue. • 6000 diagnostics patients are waiting 8+ weeks, with a slight reduction in the number of Cardiology patient waits. • Dietetics has seen a large increase in demand due to a new weight management medication. • Numbers of C-diff and E-coli cases have increased. • Review of Clinical Pharmacy Services at NHS Hospitals in Wales: The Committee received assurance from the Pharmacy and Medicines Management 	

Directorate on the redesign of its service models and practices to meet Welsh Government (WG) recommendations; also from the Vision for pharmacy services, supporting wider engagement and integration of pharmacy services within the HDdUHB to realise the benefits that clinical pharmacy can provide. The Committee noted WG recommendation 11 which states that: new service developments or service redesign of hospitals must consider the clinical and technician pharmacy service from the outset.

- **Capital Sub-Committee – November 2023 update report and Discretionary Capital Programme 2023/24 report:** The Committee noted both reports, including:
 - A risk associated with Glangwili Hospital (GH) Fire precaution works, the latest cost reports indicate this scheme is likely to be in an overspend position in the next financial year.
 - The contingency reserve remains under pressure with the current balance in the reserve standing at £0.2m.
 - WG have allocated an initial £1.3m to the Health Board, subject to confirmation that items can be delivered by 31 March 2024.
 - Bids submitted for ED schemes across all four sites were approved by WG in the sum of £400k to be used by 31 March 2024, for items such as purchase of beverage and food trolleys; minor refurbishment of toilet areas; and reinstating of storerooms.

The Committee endorsed the Capital Sub-Committee Terms of Reference (ToR).

- **Strategic Outline Case: A Healthier Mid and West Wales (AHMWW):** The Committee noted the status of the current programme of work in relation to the Programme Business Case and Strategic Outline Case. It also noted 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; the receipt of the draft Nuffield Trust Review of the Health Board's Clinical Model and that clarification has been sought in relation to the finalisation of this report; the completion of the Programme Assessment Review (PAR) and the Amber status achieved; and that there may be implications for the Principal Risk 1196, which will be subject to further review.
- **Reinforced Autoclaved Aerated Concrete (RAAC) Planks Update:** The Committee noted the RAAC Planks report, which indicated that temporary propping of areas where possible, would allow clinical services to continue. The Committee also noted support funding from Welsh Government for the 2023/24 and 2024/25 Financial Year; and that ongoing surveys of RAAC Plank areas would be necessary, with the expectation of future deterioration requiring further investment.
- **Integrated Medium Term Plan (IMTP):** The Committee noted the steps being taken in the development of the 2024/25 Plan to enhance document consistency, align the clinical strategy with the IMTP, develop financial and workforce sustainability, and improve engagement and communication with stakeholders. The plan will be submitted to Welsh Government by the end of March 2024, following Board approval.

- **Planned Care and Managing Outpatients:** The Committee received assurance of plans in place in relation to Planned Care recovery with available resources, and progress achieved to date; and noted the risks to further recovery progress during the remainder of 2023/24 in the absence of additional supporting resource.
- **Cancer Recovery:** The Committee received assurance from plans in place to deliver the Planning Objective 4a in relation to Single Cancer Pathway Recovery; and noted progress achieved in recent months to reduce the volume of patients in the 62+ Day backlog.
- **Deep Dive: PO6A – Clinical Services Plan:** The Committee noted that discussions are ongoing with the Consultation Institute regarding planning the next phase of the programme.
- **Deep Dive: PO7C - Social Model:** The Committee received assurance from the PO 7C: Social Model for Health and Wellbeing (SMfHW) report regarding progress made to deliver Planning Objective 7C and the proposed direction of travel for future work. It noted that HDdUHB has adopted the social model as part of its strategic framework and aims to work with partners and communities to address the wider determinants of health and reduce health inequalities.
- **Primary and Community Services Strategy:** The Committee noted that further discussion is required regarding scope and engagement with communities to develop the model around a resilient community.
- **Regional Integration Fund Update:** The Committee noted the contents of the Regional Integration Fund Summary report and the challenge of tapering funding, which requires increasing match funding from partners over time. The Welsh Government has suspended tapering for 2023, but the decision for the next year is pending. The Committee noted that a briefing report on the recent evaluation will be shared when available.
- **Pentre Awel:** The Committee noted the progress in the development of the Pentre Awel project; the key points outlined in the Assessment section; and the requirement for the Health Board to sign off the preferred configuration option for the Clinical Delivery Unit by 13 December 2023.
- **Corporate Risks:**
 - **Risk 1707:** *Risk of breaching Capital Resource Limit (CRL) in 2023/24 due to additional significant demands for funding.* This risk has been de-escalated following funding approval from Welsh Government (WG) on 29 August 2023 to support the remedial works at Withybush Hospital (WH) relating to Reinforced Autoclaved Aerated Concrete (RAAC), as well as the phased fire works on the site.
 - **Risk 1657:** *Risk to delivery of Ministerial Priorities relating to planned care recovery ambitions 23/24 due to demand exceeding capacity.*
 - **Risk 1350:** *Risk of not meeting the 75% Single Cancer Pathway (SCP) waiting times target for 2022 - 2026 due to diagnostics capacity and delays at tertiary centre.*

**Materion Allweddol a Ystyriwyd gan y Pwyllgor Mewnol:
Key Matters Considered by the In-Committee:**

No SDODC In-Committee meeting was held.

**Materion y mae angen Ystyriaeth neu Gymeradwyaeth Lefel y Bwrdd ar eu cyfer /
Matters Requiring Board Level Consideration or Approval:**

- No matters require Board level consideration.

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

- Capital prioritisation.
- The Health Board does not yet have a plan to deliver on the target of 99% of Referral to Treatment (RTT) pathways under two years.

**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:

29 February 2024