

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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	28 March 2024
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Implementing the 'A Healthier Mid and West Wales' Strategy
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Executive Director of Strategy and Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Paul Williams, Assistant Director of Strategy and Planning

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA**

**SBAR REPORT**

**Sefyllfa / Situation**

This report provides an update to the report provided to Board on 30 November, 2023 on the development of the Strategic Outline Case (SOC) and the work underway in support of the 'A Healthier Mid and West Wales' Programme (AHMWW). It covers the correspondence received from the Deputy Chief Executive – NHS Wales and the implications for SOC development and the latest status relating to the Nuffield Trust Review of the UHB's clinical strategy. Also noted is the need for a new Programme SRO with the departure of the CEO and reflects the risk review associated with programme delay.

**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 - The Nuffield Trust were commissioned by WG to undertake the review of the Health Board clinical model. On the 31 October 2023 the UHB received the draft report and points of further clarification from WG. The report is generally supportive of the model, includes implications for clinical modelling for the Outline Business Case (OBC) and further recommendations. The final report has not yet been issued by WG.
- The University Health Board presented to the WG 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 in the draft Strategic Outline Case for the new Urgent & Planned Care Hospital and Glangwili and Wityhush Community Hubs. WG had agreed that a Strategic Outline Case (SOC) could be progressed in advance of endorsement of the Programme Business Case and the scope of the Strategic Outline Case including the options which were agreed from the outset. The presentation to the IIB resulted in correspondence from the Deputy Chief Executive, NHS Wales dated 31 October 2023. The UHB responded on the 14 November 2023 and received a subsequent WG response dated 18 December 2023.

- 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 the outcome of discussion and correspondence following the Infrastructure Investment Board on 21 September 2023.

### **Organisational Risks**

The UHB Principal Risk 1196 (Insufficient investment in facilities/equipment/digital infrastructure) includes reference to the Healthier Mid and West Wales Strategy. The risk outlines that without significant investment in its estates, the Health Board will be unable to provide 'safe, sustainable, accessible and kind' services to its population, as outlined in the A Healthier Mid and West Wales Strategy. There are significant risks with the existing estate across business continuity issues, fire and reinforced autoclave aerated concrete (RAAC) which risk the viability of parts of the Health Board estate and require significant funding to address. The current risk score is 16 is based on the uncertainty of funding and timescales as until the PBC is endorsed by WG, the Health Board cannot assume investment is likely to be forthcoming at the scale or in the timelines required. Risk 1196 has therefore been the subject of review.

### **Governance**

Following the departure of the Chief Executive, the AHMWW SRO role will need to be redesignated.

### **Asesiad / Assessment**

#### **Correspondence following the Infrastructure Investment Board (IIB) 21 September 2023**

In correspondence from the Deputy Chief Executive, NHS Wales dated the 18 December 2023, the next steps in the process were clarified as follows:

- Health Board to update the WG around the range of options to be included within the SOC. This to include the need to have a sustainable service delivery model for the current hospital estate
- Share details of the actions taken in respect of the recommendations included within the Nuffield Review
- Agree a timeline for the submission of a Strategic Outline Case

#### **Producing the Strategic Outline Case (SOC)**

The timeline for SOC submission is dependent upon PBC endorsement and on the number of options the UHB will need to consider in the SOC and the level of detail required.

Correspondence from WG has set out that the UHB will need to demonstrate robust development and consideration of the widest practicable options to deliver the high-level objectives. This issue was discussed at a Capital Review Meeting with WG officers on the 12 January 2024. The UHB shared the list of potential options which had been prepared for the December 2023 Board Seminar discussion. It was agreed there will be an 'in person' meeting to discuss the potential options and the best approach to the development of the SOC. If, as is likely, the UHB is asked to work the additional options into the SOC to the same level of detail as those currently included, this will add to the costs required to complete the work and will add to the SOC and Programme timelines.

Current SOC commissions have expired and a procurement process will need to be followed for the team to complete this work. WG have also been asked to consider funding the SOC development.

### **Clinical Strategy Review**

To date the final report by Nuffield Trust has not been shared with the UHB and consequently has not been the subject of UHB Board or Committee consideration nor is it yet in the public domain. In correspondence from the Deputy Chief Executive, NHS Wales, the UHB has been asked to present actions taken as a consequence of the review to the WG IIB. Whilst there might be actions the UHB can cite, much of the report recommendations relate to actions which would be undertaken as part of a subsequent Outline Business Case. Further clarification is being sought on any particular areas of interest as this is also linked to any advice that might be put to the Minister regarding endorsement of the PBC.

Liaison will be required between the UHB and WG communications teams on receipt of the final report and in advance of it being publicly shared.

### Organisational Risks

UHB Principal Risk 1196 (Insufficient investment in facilities/equipment/digital infrastructure) includes reference to the Healthier Mid and West Wales Strategy. Whilst the timeline remains an unknown, it is nevertheless certain there will be significant programme delay. As a consequence this Principal Risk 1196 has been the subject of lead Executive review with the conclusion the risk score of 16 remains appropriate.

### Governance

The SRO role has been the subject of Executive Team discussion and considered as part of the wider governance arrangements currently under review by the Interim Chief Executive. As part of this review it has been decided that the Director of Strategy and Planning will take on the role of SRO for the A Healthier Mid and West Wales programme with immediate effect.

### Argymhelliad / Recommendation

The Board is requested to:

- **NOTE** the approach being adopted to address the next steps required by WG as set out in their correspondence of the 18 December 2023
- **NOTE** that liaison will be required on the communications relating to the Nuffield Trust review on receipt of the final report and the work that will be required to present to IIB the actions taken or required in relation to the report's recommendations.
- **NOTE** the role of the programme SRO and the decision to appoint the Director of Strategy and Planning into this position .
- **NOTE** that the Principal Risk 1196 has been the subject of review and the risk score remains at 16.

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 <a href="#">Quality and Engagement Act (sharepoint.com)</a>	3. Effective 4. Efficient
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	6. All Apply

Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	<a href="#">5a Estates Strategies</a>
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Contained in the body of the report
Rhestr Termiau: 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:	AHMWW Programme Group Executive Team Capital Sub Committee WG Capital Review Meeting Strategic Development and Operational Delivery Committee

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

