

COMMITTEE UPDATE REPORT/ ADRODDIAD DIWEDDARU'R PWYLLGOR/ STRATEGIC DEVELOPMENT & OPERATIONAL DELIVERY COMMITTEE

Date of last meeting/ Dyddiad y cyfarfod diwethaf: 31 October 2024

Quoracy/ Cworwm: Met

Report by/ Adroddiad gan: Mr Maynard Davies, Chair

KEY DISCUSSION POINTS AND MATTERS TO BE ESCALATED FROM THE DISCUSSION AT THE MEETING/ PWYNTIAU TRAFOD ALLWEDDOL A MATERION I'W HUWCHGYFEIRIO O'R DRAFODAETH YN Y CYFARFOD:

Alert¹ (may require discussion)/ **Rhybuddio** (efallai y bydd angen trafodaeth)

The Strategic Development and Operational Delivery Committee (SDODC) wish to alert members of the Board that:

- **Cancer performance** is still well below the target set in Targeted Intervention (TI) criteria and the Board is requested to seek solutions to improve the position.

Advise² (to monitor)/ **Cynghori** (i fonitro)

SDODC wish to **advise** members of the Board that:

- While the considerable resource and volume of work undertaken to date to reach Hywel Dda University Health Board's (HDdUHB) £64m deficit target was acknowledged in the **Targeted Intervention Update Report**, concerns were raised regarding the alignment of the Urgent and Emergency Care, Cancer and Diagnostics programmes with the Clinical Services Plan. Positive outcomes in the Pembrokeshire system had been highlighted and shared with Carmarthenshire teams to facilitate performance improvements at Glangwili Hospital. Additionally, the recently received Emergency Department Getting it Right First Time (GIRFT) Report has resulted in the establishment of an Executive Steering Group which will oversee the management response to the report. The Committee will continue to oversee delivery of the TI criteria aligned to the Committee.
- **Planning Objective (PO) 8: A Healthier Mid and West Wales (AHMWW) infrastructure** is behind schedule due to delays in progressing the Strategic Outline Case (SOC) for the new Urgent and Planned Care Hospital and Withybush Community hub. Whilst other milestones are being progressed by the Health Board within this planning objective, there are concerns on the implications of the delay in progressing the SOC for clinical services and the

¹ There is a lack of confidence that any action in place is sufficient to address the issue satisfactorily and/or within the scope of the operational team or executive to resolve. Engagement, action or intervention required.

² There are areas of concern where assurance has been taken on actions in place but requires close monitoring. An early warning of an emerging and potentially serious concern.

Health Board's ability to maintain the estate infrastructure. This will continue to be monitored by the Committee.

- Following an alert to the Board after the SDODC meeting on 27 June 2024 regarding the **Six Goals programme**, progress was noted; however, SDODC will continue to closely monitor delivery of the programme.
- In considering progress against the **Planning Objective 5: Mental Health and Child and Adolescent Mental Health Services (CAMHS)**, concerns were raised regarding serious risks arising from long delays in the diagnosis of Autism Spectrum Disorder in children and young people. Work is progressing on a report to address this risk and consider a different model.
- The **Integrated Performance Assurance Report (IPAR)** continues to be closely monitored due to concerns regarding **Cancer** and **Child Neurodevelopmental** waiting lists:
 - In August 2024, 48% (117 out of 243) of **Cancer** patients started their first definitive treatment from point of suspicion against the 67% trajectory. In the same month there were 1,964 referrals. In September 2024, there were 543 patients waiting for internal and tertiary treatment over 62 days against the trajectory of 185. Anticipated further improvements in overall Single Cancer pathway performance and improvements in the backlog were not realised due to reduced radiology diagnostic reporting capacity during August and September 2024. The Health Board is working closely with the NHS Executive to further improve pathway efficiency in key tumour pathways.
 - In August 2024, the overarching metric showed that 21.1% of **Children** had a **Neurodevelopmental** assessment within 26 weeks, narrowly missing the trajectory of 24%. Autism Spectrum Disorder (ASD) was 14.5%. ASD performance has been consistently below 20% since September 2022 and is showing a concerning trend, with demand far outstripping capacity to see ASD patients. This issue has been noted across Wales. HDdUHB is working with the NHS Executive to develop a national solution.

Assure³ (to note)/ Sicrhau (i nodi)

SDODC wish to **assure** members of the Board that:

- Assurance was provided on a number of areas including **Welsh Health Circulars (WHCs)**; the **Long Term Care Performance Report**; and the **Well-being of Future Generations Annual Report 2023-2024**.
- Assurance was provided that the SDODC 2024-25 **Planning Objectives** (including the **Pharmaceutical Needs Assessment**) are progressing and are on target.
- SDODC was assured that development of the **PO7: Primary Care & Community Strategic Plan** is underway and articulates the principles and standards to identify key actions which ensure provision of sustainable

³ There is confidence that actions are robust and will be sufficient to address the issue or generally operating effectively. Routine monitoring.

Primary Care and Community services across the four contractor professions, whilst aligning to the delivery of the overarching Health Board's strategic vision.

- Assurance was provided regarding the reallocation of available **Discretionary Capital Allocation** in 2024/25.

Review of Risks/ Adolygiad o Risgiau

Four operational risks were reviewed with the risk scores considered, noting that SDODC **did not** receive assurance regarding **Risk 1844: Risk of not being able to provide a timely and effective Public Health service due to limited Public Health Consultant capacity** due to the vacancies advertised in July 2024 not being recruited to.

SDODC received assurance that all remaining identified controls are in place and working effectively.

Sharing of learning/ Rhannu dysgu

Not applicable

Recommendation/ Argymhelliad

The Board is asked to **APPROVE** the Well-being of Future Generations Annual Report 2023-2024 for publication.

The Board is asked to **respond** to the items the Committee is alerting them to, **note** the items the Committee is advising them of and **take assurance** from the items that the Committee is providing assurance on.

Agenda, papers and minutes are available on our website/ Mae agenda, papurau a chofnodion ar gael ar ein gwefan: <https://hduhb.nhs.wales/about-us/governance-arrangements/board-committees/strategic-development-and-operational-delivery-committee-sdodc/>