



PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 April 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Strategic Outline Case: A Healthier Mid and West Wales
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Paul Williams, Assistant Director of Strategic Planning and Developments

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

This report provides a brief update on progress in relation to the 'Healthier Mid and West Wales' Programme (AHMWW). The report reflects the review of the organisational risk 1196 and the revised governance arrangements relating to the Programme Senior Responsible Officer (SRO). The report also updates Strategic Development and Operational Delivery Committee (SDODC) on the next steps being taken to agree how Hywel Dda University Health Board (HDdUHB) might progress the Strategic Outline Case (SOC) for the new hospital, Withybush Hospital and Glangwili Hospital.

Cefndir / Background

Programme progress is the subject of regular reporting to the Capital Sub Committee and SDODC. As previously reported, the work to deliver the Programme has been delayed from the original Programme Business Case (PBC) timescales, the key areas being progressed are as follows:

- Clinical Strategy Review: The Nuffield Trust were commissioned by Welsh Government to undertake the review of the Health Board clinical model. On the 31 October 2023 HDdUHB received the draft report and points of further clarification from Welsh Government (WG). The report is generally supportive of the model, includes implications for clinical modelling for the Outline Business Case (OBC) and further recommendations. HDdUHB has been assured by WG officers on a number of occasions that the report release is imminent, however a final report has still to be formally issued by WG to the HDdUHB.
- HDdUHB 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 in the draft Strategic Outline Case for the new Urgent and Planned Care Hospital and Glangwili and Withybush Community Hubs. WG had agreed that a 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 and 18 December, 2023 with replies from HDdUHB Chief Executive dated 14 November 2023 and 31 January, 2024.

- 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 further work arising from the discussion and correspondence following the IIB on 21 September 2023.

Organisational Risks

HDdUHB Principal Risk 1196 (Insufficient investment in facilities/equipment/digital infrastructure) includes reference to the A Healthier Mid and West Wales (AHMWW) 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 AHMWW 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 previous risk score was 16 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

The AHMWW SRO position has been subject to review following the departure of the Chief Executive who held that position.

Asesiad / Assessment

Nuffield Trust Review of Clinical Model

HDdUHB will continue dialogue with WG seeking issue of the final report.

Strategic Outline Case

Following the September 2023 IIB and the subsequent correspondence the next steps were set out by the Deputy Chief Executive NHS Wales and reported to SDODC. As a consequence a workshop is to be held with WG officers on 22 April, 2024 with the intention of clarifying WG expectations to allow the SOC to be progressed. The intention is that, should the workshop reach a conclusion, HDdUHB will formalise SOC requirements with senior WG officers with the aim that the SOC scope, timelines, and resource implications can be understood and agreed.

Organisational Risks

HDdUHB Principal Risk 1196 (Insufficient investment in facilities/equipment/digital infrastructure) includes reference to the AHMWW 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 that 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 AHMWW programme with immediate effect.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is requested to:

- **NOTE** the continuing dialogue in support of the release by WG of the final Nuffield Trust review of HDdUHB's proposed clinical model.
- **NOTE** the workshop being planned to progress the SOC for the new urgent and planned care hospital, Withybush Hospital and Glangwili Hospital.
- **NOTE** the role of the programme SRO and the decision to appoint the Director of Strategy and Planning into this position following the departure of the former Chief Executive.
- **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)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.2 Review business cases, prior to Board approval, including the development of the Programme Business Case for the new hospital and the Programme Business Case for the repurposing of the Glangwili and Withybush General Hospital sites, underpinned by a robust process for continuous engagement to support delivery.
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)	3. Effective 4. Efficient
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	5a Estates Strategies
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 Termiau: Glossary of Terms:	Contained in the body of the report

Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	AHMWW Programme Group Executive Team Capital Sub Committee WG Capital Review Meeting
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Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	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
Ansawdd / Gofal Claf: Quality / Patient Care:	Implicit within the PBC and SOC. This is an integral part of the PBC and SOC case for change
Gweithlu: Workforce:	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.
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.