



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	29 February 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Development of the 2024/25 Plan
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Daniel Warm, Head of Planning Shaun Ayres, Deputy Director of Operational Planning and Commissioning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

Health Boards in Wales are required to produce a Board-approved Integrated Medium-Term Plan (IMTP) and submit to the Welsh Government for approval. A statutory requirement is that the IMTP must be financially balanced over the three-year period.

The Hywel Dda University Health Board (HDdUHB) is currently developing the plan, and this paper provides the Committee with an update on progress and next steps.

Cefndir / Background

Health Boards in Wales are required to produce a Board-approved Integrated Medium-Term Plan (IMTP) and submit to the Welsh Government (WG) for approval. The IMTP should articulate the organisation's response to the Welsh Government Planning Framework and how we will deliver Ministerial priorities and wider objectives within the financial allocation provided. A statutory requirement is that the IMTP must be financially balanced over the three-year period.

To date HDdUHB has not been in a position to produce an approvable IMTP, primarily due to the financial deficit. In lieu of an IMTP HDdUHB has produced annual plans and at this stage the assumption is the 2024/25 plan will also need to be an annual plan, albeit the ambition remains to develop an approvable and financially-balanced IMTP at the earliest opportunity.

The Annual Plan aims to set out the key actions and ambitions for HDdUHB for the forthcoming financial year in order to provide services whilst responding to operational, workforce and financial pressures and making progress towards our Strategic Objectives. The key elements of our plan will therefore include (but not be excluded to):

- Delivery of the ministerial priorities and other key performance and quality improvements
- Delivery of our financial plan and wider progress towards enhancing value and sustainability

- Progression towards our Strategic Objectives through our Planning Objectives

The Planning Framework (in form of letters from the Health Minister and the Chief Executive of NHS Wales) produced by Welsh Government, which provides the context and scope of the Plan, was released on 18 December 2023. Whilst the framework is wide-ranging the Minister reinforces that A Healthier Wales remains the vision and that 'plans will be assessed and aggregated into a national picture to determine how far they go in delivering that vision.' The letters highlight population health, prevention and health inequity, in particular how these elements impact children and young people; quality and value-based approaches; financial sustainability and Primary and Community Care.

The national programme areas will remain to support the best-practice delivery of services:

- Enhancing care in the community, with a focus on reducing delayed pathways of care.
- Primary and Community Care, with a focus on improving access and shifting resources into primary and community care.
- Urgent and Emergency Care, with a focus on delivery of the six goals programme.
- Planned Care and Cancer, with a focus on reducing the longest waits.
- Mental Health, including CAMHS, with a focus on delivery of the national programme.

A fuller explanation of the process we are using to develop the Plan was presented to the Board at its public meeting in January 2024.

Asesiad / Assessment

Directorate teams were requested to produce first iterations of their Plans by 26 January 2024 based on the following:

- First, based on and reflecting the Welsh Government feedback on our 2023/24 Annual Plan, ensuring:
 1. Detail and Clarity: Ensuring all plans are detailed with clear, actionable milestones.
 2. Outcome-Based Plans: Shifting focus from process to outcomes, particularly in service improvement.
 3. Effective Planning Tools Usage: Utilising templates for planning and risk monitoring, beyond mere compliance.
 4. Financial Planning and Management: Highlighting the importance of clear, actionable financial plans.
 5. Risk Monitoring and Management: Developing effective monitoring mechanisms for identifying and managing risks.
 6. Quality Assurance and Impact Assessment: Assessing the impact of actions and their effectiveness.
 7. Alignment and Integration: Ensuring cohesive and integrated planning across various documents and departments.
 8. Actionable Strategies Development: Develop operational plans that are practical and implementable with clear milestones and triangulation across finance, performance and workforce.
 9. Responsiveness and Flexibility: Adapting plans to respond effectively to changing circumstances.
- Secondly, and in accordance with the Ministerial Priorities and the savings requirements, all Directorates were asked to complete the Ministerial Priority template and ensure the submission contained the following:
 1. Setting Achievable Goals:
 2. Reducing Expenditure
 3. Coherent Planning

4. Realistic Staffing Plans
5. Essentials of Planning
6. Workforce Principles
7. People Development and International Recruitment

Following review of these plans by the Executive Team, Directorates, through a letter from the Chief Executive, have been asked to produce revised plans by 9 February, ahead of a Board Seminar on the 22 February 2024 where Independent Members will be taken through the key components of our plans.

Additionally, to support the on-going development and review of the Plan and its constituent elements, we will ensure that we utilise wherever possible existing opportunities, such as the Operational Performance, Governance and Planning (OPGP) meeting and the Planning Steering Group to meet this requirement.

The requirement to ensure that all plans are triangulated between performance, finance and workforce, has only been strengthened as a result of (as of January 2024), the escalation status of HDdUHB having been increased from Enhanced Monitoring for Performance and Targeted Intervention for Planning and Finance to Targeted Intervention for the entire organisation.

In addition, the revised Planning Objectives for 2024/25, as endorsed at the January 2024 Public Board meeting, will continue to form a key pillar of our Plan. For the year ahead, these are:

- PO 1: Workforce stabilisation
- PO 2: Financial recovery and roadmap
- PO 3: Transforming urgent and emergency care
- PO 4: Planned care (incl. cancer, diagnostics and therapies performance)
- PO 5: Mental health and CAHMS
- PO 6: Clinical services plan
- PO 7: Primary care and community strategic plan
- PO 8: A Healthier Mid and West Wales infrastructure
- PO 9: Digital strategic plan
- PO 10: Population Health (including the social model for health and wellbeing)

These will be further refined over the coming weeks, to include the specific intentions and key deliverables for each PO and will be included in the Plan for 2024/25.

Alongside the development of the Planning Objectives, a significant piece of work has been undertaken on the organisation's risk appetite. This will be an important contribution to the plan development overall, providing guidance on the level and type of risk that the organisation is willing to pursue or retain in order to achieve its objectives. The next step is to apply the Risk Appetite Statement to each Planning Objective to provide a clear framework for programme design and decision-making. This is particularly important in the context of the challenges the Health Board is facing, where decisions could have impacts on patient care and operational efficiency. The Planning Objectives and risk appetite can thus be used to guide the development of service delivery plans, ensuring they are not only ambitious and forward-looking, but also realistically achievable within the defined risk parameters.

Argymhelliad / Recommendation

The Committee are asked to **RECEIVE ASSURANCE** on the steps taken in the development of the Plan for 2024/25

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Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.2 Provide assurance to the Board that the planning cycle is being taken forward and implemented in accordance with University Health Board and Welsh Government requirements, guidance and timescales.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
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	All Planning Objectives Apply
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:	Not applicable
Rhestr Termiau: Glossary of Terms:	Contained within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	Executive Team / Core Delivery Group / Planning Steering Group

Effaith: (rhaid cwblhau) Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	This is a key component in the delivery of the Integrated plan for the period 2024/25
Ansawdd / Gofal Claf: Quality / Patient Care:	This is a key component in the delivery of the Integrated plan for the period 2024/25
Gweithlu: Workforce:	This is a key component in the delivery of the Integrated plan for the period 2024/25
Risg: Risk:	Risks will be assessed as part of the ongoing process of both the development of the 2024/25 Plan and its subsequent monitoring
Cyfreithiol: Legal:	As above
Enw Da: Reputational:	Hywel Dda University Health Board needs to meet the targets set in order to maintain a good reputation with Welsh Government, together with our stakeholders, including our staff
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Consideration of Equality legislation and impact is a fundamental part of the planning of service delivery changes and improvements.