



Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



| | | | |
|-------------------------------|---|--------------------|------------|
| Meeting Date | 30 March 2023 | Agenda Item | 3.1 |
| Report Title | Approval of the Draft Recovery & Sustainability Plan 2023/2024 | | |
| Report Author | Kirstie Lambert, Strategic Planning Manager Karen Stapleton, Deputy Director of Strategy Sam Moss, Deputy Director of Finance Sharon Vickery, Assistant Director of Workforce & OD Deirdre Roberts, Assistant Director of Digital Transformation | | |
| Report Sponsor | Siân Harrop-Griffiths, Director of Strategy Debbie Eytayo, Director of Workforce and OD Darren Griffiths, Director of Finance and Performance Matt John, Director of Digital | | |
| Presented by | Siân Harrop-Griffiths, Director of Strategy | | |
| Freedom of Information | Open | | |
| Purpose of the Report | <p>The purpose of this report is to seek Board approval of the final draft Health Board Recovery & Sustainability (R&S) Plan for formal submission to Welsh Government for further assessment and discussion.</p> <p>As the Health Board is unable to produce a balanced financial 3 Year plan, the Financial Plan included is only for 2023/24 and is aligned to the position reported through the Board Briefing session held on 22nd March.</p> | | |
| Key Issues | <ul style="list-style-type: none"> • Work has progressed at pace to finalise the R&S Plan since the last report to Board. The Board has been kept updated on, and engaged in, the development of the Plan through ongoing briefing and development sessions in January (9th), January (26th), and February (15th and 16th) 2023 • Goal Methods and Outcomes (GMOs) in the R&S Plan have been subject to a robust clinical prioritisation approach undertaken to focus and refine priorities for service change through the lens of quality & safety and aligned to the Health Board Risk Register. • Service change proposals for Year 2 of the R&S Plan (Goals and Methods) have been continually tested and triangulated with finance and workforce impacts, and this is shown through the clear articulation of | | |

| | | | | |
|--|--|--------------------------|--------------------------|-------------------------------------|
| | <p>system priorities in the Plan, set out as a tiered /phased approach to delivery.</p> <ul style="list-style-type: none"> • An Accountable Officer letter was submitted to Welsh Government on 28th February, as requested by WG, which stated that based on the current cost, risk, quality, safety and funding assumptions the Health Board could not see a position where a safe and sustainable service model could be contained within a balanced financial plan for 2023/24. • Whilst considerable work has been done on the Financial Plan since the submission of the Accountable Office letter in February, the Health Board remains unable to submit a balanced IMTP. The Plan presented to Board for submission to Welsh Government on the 31st March 2023 remains a deficit annual plan for 2023/24 only, which is in line with the presentation provided at Board Brief on 22nd March 2023. | | | |
| Specific Action Required <i>(please choose one only)</i> | Information | Discussion | Assurance | Approval |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Recommendations | <p>The Board is asked to:</p> <ul style="list-style-type: none"> • NOTE the progress made to finalising the draft R&S Plan. • APPROVE the final draft Health Board Recovery & Sustainability (R&S) Plan for formal submission to Welsh Government for further assessment and discussion • NOTE the risks to delivery and mitigating actions in place. | | | |

APPROVING THE FINAL DRAFT RECOVERY AND SUSTAINABILITY PLAN 2023-24

1. INTRODUCTION

This report provides an update on the finalisation of the Health Board's final draft Recovery & Sustainability (R&S) Plan and seeks approval of the draft Plan ahead of formal submission to Welsh Government for further assessment and discussion.

2. BACKGROUND

The purpose of the Recovery and Sustainability Plan (R&S Plan) is to set out the route map to deliver service and financial excellence over the next 3-5 years and includes our visions and details of services changes and outcomes for year two (2023/24). The Health Board has a statutory duty to have an Integrated Medium Term Plan (IMTP), and in 2022 the Health Board was successful in obtaining an approved IMTP by Welsh Government, however, an Accountable Officer letter was submitted to Welsh Government on 28th February 2023, which stated that based on the current cost, risk, quality, safety and funding assumptions the Health Board could not see a position where a safe and sustainable service model could be contained within a balanced financial plan for 2023/24.

The Health Board Strategic Objectives and underpinning Planning principles, revised and agreed by the R&S Plan Executive Steering Group (ESG) in September 2023, form the foundation of the narrative document that clearly builds on the R&S Plan 22/23. Each of the Strategic Objectives has deliverables against which we will measure our progress and improvements in services and outcomes. These have been developed through a clear Goals-Methods-Outcomes approach and a strong focus on alignment with quality and safety and the highest risks held on the Health Board Risk Register. The Plan articulates the Health Board response to addressing the Ministerial Priorities which were issued in December 2022. The service changes are set out in the Plan as the whole system Vision, (shown as an Infographic) along with desired Outcomes. The Year 2 (23/24) Goal and Methods with associated milestones, set out the key changes planned for the year ahead.

The 23/24 Plan is still focussed on our intentions to deliver three specialised centres of excellence on our main acute hospital sites and major expansion of out of hospital, community, mental health and primary services within an integrated system underpinned by exemplar digital infrastructure and services. The acute medical take centralisation in Morriston, delivered from December 2022 was a major achievement for the Health Board and the next major milestones will include centralising elective orthopaedic surgery and rehabilitation at Neath Port Talbot hospital which will help reduce the time people have to wait for orthopaedic treatment. We will also be continuing the development of the South West Wales Cancer Centre in Singleton Hospital, early intervention and support in Mental Health, the strengthening of children's and paediatric care and delivering more through primary and community services. These key service changes will enable us to deliver our Strategic Objectives and move us further forward in addressing the Ministerial Priorities.

In 2022/ 23 we co-designed our Population Health Strategy, and core to this is the need to strengthen the role and impact of prevention and to ensure that we understand, recognise and act to tackle the ‘causes of the causes’ of ill-health for our population. We have continued to increase our efforts to improve quality and safety, and have established new governance arrangements and agreed our five year Quality and Safety Strategy. Our workforce’s wellbeing is paramount. We are seeking to develop the Health Board’s culture through an exciting programme known as the ‘Big Conversation’ which puts our staff’s voice at the heart of our approach to listen and respond, in addition to maximising recruitment, retention and workforce redesign. The Health Board’s Plan is underpinned by an ambitious digital transformation programme that aims to support improved health, care and wellbeing of our population through uses of digital technology. Furthermore, through the implementation of our Business Intelligence Strategy, our aim is to accelerate towards becoming a data driven organisation, which is crucial to effective decision making and management of capacity and demand.

3. FINALISING THE RECOVERY & SUSTAINABILITY PLAN

3.1 Finalisation of the Plan

Key actions undertaken are highlighted below:

- The development of the priorities for the Recovery and Sustainability Plan, and specifically for the 2022/23 Annual Plan element were developed based on the following principles, as agreed by Board:
 - Address key risks to patient safety
 - Resolve legacy issues
 - Shifting resource from acute care to primary and community services
 - Developing more sustainable provider services, population health and service commissioning
 - Developing clusters and allocate resources for preventative or early intervention measures
 - Standardising and embedding commitments from Annual Plan 21/22 and R&s Plan 22/23
 - Transformation of service delivery using prudent workforce redesign and innovative digital solutions
 - Secure operational and financial efficiency – focus on quality & value, improved productivity
 - Investment in and replacement of estates to ensure these are safe and fit for purpose environments
- Proposals for service improvements were developed through system wide groups and their sub-groups. Each of the proposals was assessed in relation to the principles above, to develop a “shortlist” of priorities. Proposals were then reviewed in relation to funding availability through an ongoing process of refinement and prioritisation. These were considered at a Board Briefing in December (16th) 2021 and again in January (13th) and February (24th) 2022.

- Implications of year one service changes and investments has been undertaken. Triangulation with finance and workforce has been completed.
- Clinical prioritisation commenced in November and continued throughout December 2022 and into January 2023. Where proposals had no funding source identified, the Clinical Executive Directors – Medical, Nursing, Therapies & Health Science and Public Health reviewed each proposal to determine which would have the greatest impact on quality and safety of services. Assessment against the organisational risk register was also undertaken to demonstrate clear alignment between risks and priorities. The priorities determined by the Clinical Executive Directors were also shared with Medical and Nursing Directors of each Delivery Group for further reflection in relation to quality and safety.
- The outcome of the prioritisation process is the Tiered set of Goals, Methods and Outcomes (GMOs), forming the Year 2 (23/24) service delivery priorities for the Health Board, classified into the following Tiers:
 - Funded (F): Monies identified and funding agreed, (e.g. investment approved by Health Board in 22/23, WG or WHSSC /EASC funded). Included in main body of the Plan
 - Cost Neutral (CN): To be delivered from within existing resource. Included in main body of the Plan
 - Tier 1 Priorities (T1): Schemes that have been provisionally agreed for Investment following Clinical Exec Prioritisation and Star Chamber, release of funding subject to Business Case and full assessment in light of Financial position. Included in main body of plan.
 - Tier 2 Priorities (T2): Schemes with no funding attached. Business Case will be considered if funding is identified. NOT included in main body of plan (in appendix).
 - Tier 3 Priorities (T3): GMO with no funding attached. Will not be prioritised unless risk/Quality impact changes in year. NOT included in main body of plan (in appendix).

In line with NHS Wales Statutory Duty, an Accountable Officer (AO) letter was submitted by the Chief Executive to Welsh Government on 28th February 2023, which stated that based on the current cost, risk, quality, safety and funding assumptions the Health Board could not see a position where a safe and sustainable service model could be contained within a balanced financial plan for 2023/2024.

A further letter was received from WG on 16th March 2022 which acknowledged the challenges of the current operating environment and context which are translating into the current planning landscape that Health Boards face in finalising IMTPS and Annual Plans. There was an expectation that the Board are fully appraised of the implications of the R&S Plan and understand what the Plan will deliver and the choices that will be made to deliver the required financial improvement.

For the Board to note, the Minimum Data Set (MDS) and Ministerial Priorities template which are required to be submitted with the R&S Plan to Welsh Government, are not available at the time this report has been submitted to Board, as we are awaiting final

data and trajectories to be confirmed. The MDS and Ministerial Priorities template will be circulated to Board members before the meeting on 30th March.

3.2. Finance and Capital

Finance

Since Autumn 2022 the Health Board commenced an assessment of its likely costs for 2023-24. On 22nd December 2022 the Health Board received the formal allocation letter from Welsh Government outlining the funding to be provided in 2023-24. This outlined a 1.5% increase in core funding, along with funding to support the national COVID programmes of TTP, Mass vaccinations and PPE, funding for COVID Recovery split between local and regional, support for 2023-24 pay award and RLW. However, unlike 2022-23 there will be no funding from Welsh Government for Energy costs.

As per the Planning Guidance issued in December 2022, an Accountable Officer Letter, was submitted on 28th February 2023 to Welsh Government, based on the assessed cost, risk, quality, safety and funding assumptions. The conclusion of this was that the Health Board could not see a position where a safe and sustainable service model could be contained within a balanced financial plan for 2023/24. As a consequence of this, the plan presented to the Board at the Briefing session on the 22nd March reported a deficit Annual Plan for 2023/24 of £65.8m. This was recognised by the Board along with the need for further work outside of the formal planning process to highlight to Welsh Government possible mitigating actions to reduce the deficit, which would need to be led at a national level to ensure equity in service provision for patients across Wales.

Capital

The Board also received on 22nd March an assessment of the proposed capital plan for 2023/24. Whilst a balanced plan was presented, balance is only deliverable by significantly reducing the allocations for the refresh of digital and cyber, medical equipment and estates capital requirements. The Health Board's risk register will be updated to reflect the increased risk in this area.

3.3 Workforce

The system recovery from Covid-19 continues to affect our workforce and staffing of services. This is compounded by national shortages across certain professions, geographical, economic and infrastructure challenges with recruitment and a fatigued workforce. Health & Wellbeing support for our workforce is now more essential than ever and requires delivery through cost effective and accessible plans.

Our People Plan will ensure we have the right workforce, with the right skills at the right time to support the HB to deliver, ensuring we recruit, retain and develop our workforce.

We will ensure our workforce is as efficient as possible by having processes in place to improve areas such as rostering and reducing bank & agency usage

We acknowledge that in recovering from Covid-19-19, the backlog of work will be demanding. We will engage, communicate and manage our workforce transparently through collaboration to improve patient care and services.

3.4 Digital and Data

We will continue to use digital to deliver service transformation and address the Covid backlog.

- Our digital ward approach will be fully deployed across Morriston by Q2 and will extend to Mental Health and Learning Disabilities; including implementations of e-Prescribing and Medicines Administration (HEPMA), Welsh Nursing Care Record (WNCR) and Signal (our locally developed patient flow system) improving quality and safety whilst releasing time to care.
- Digital will continue to enable the virtual ward clinical model through implementations of the Welsh Community Care Information Systems (WCCIS) and the patient portal. 100,000 patients can message clinical teams and access elements of their medical record digitally.
- Business Intelligence solutions will continue to drive data led decision making. This will include the delivery of a Digital and Data literacy module as part of the Managers Pathway programme. There will be further developments in dashboards supporting the likes of the Quality and Safety Strategy and Infection Control. Further exploratory work will also be undertaken to discover the opportunity to use natural language processing (NLP) to support areas such as clinical coding and population health.

2.5 Governance and Risk Issues

All risks have mitigating actions and are continually reviewed through the Health Board Risk Register. The Plan is a dynamic document and risks to delivery are constantly assessed and acted upon. Key risks to delivery include:

- **Covid Backlog:** The treatment backlog from Covid is still presenting a huge challenge, placing pressures on services across the system and negatively impacting the timeliness of care received by patients. Our whole system transformational solutions will deliver long term sustainable improvements to services. In the short to medium term we will continue to deliver outsourcing and insourcing across a range surgical specialities, deliver an outpatient recovery programme and maximise access to diagnostics to deliver recovery plans.
- **Capacity to Deliver:** System pressures significantly challenge our ability to dedicate capacity and resources to delivering projects, programmes and service changes. Our PMO is in place to provide expert dedicated resource and support to plan, manage and deliver priority programmes and projects and our programme governance arrangement will ensure a clear focus on delivering our priorities.
- **Workforce:** The workforce GMOs aim to provide our workforce with a great experience of Swansea Bay UHB. Our overall goals are ambitious and need to be delivered in an ever changing context with limited financial resources.

Most workforce GMOs for 23/24 are cost neutral, however, where funding is required, mitigation includes consideration of alternative ways to fund (e.g. top slicing). Another risk to delivery is that while the workforce department can support the organisation to achieve some of the outcomes outlined in the workforce GMOs, the delivery of them often relies on the service groups. Mitigation for this includes the workforce department providing regular monitoring and guidance plus organisation wide initiatives to support delivery.

- **Digital** : There are a number of risks to delivering our digital plan in 2023/24..**Recruitment and Retention of staff within Digital**: Mitigation: Establish a task and finish group to develop a Digital Service workforce plan that focuses on recruitment and retention, including an approach to attract school and university leavers, as well as looking at a range of options for recruitment and funding. **Risk of dependencies upon DHCW and third party providers to develop systems** :Mitigation: Early engagement with DHCW and throughout. Ensure clarity in terms of legal and deployment documentation is present from the outset of any project. Maximise opportunities to exploit existing API's and feeds to/from national systems. (Risk no. 159, Digital Risk register).**Limited resource within Digital**: Mitigation: Programme resource pragmatically, in line with timelines currently available. Explore funding options available to support ongoing delivery of digital
- **Capital**: The Health Board has an ambitious capital programme to maintain its existing asset base and implement major service change to ensure future sustainability of our services. We will continue to take a prioritised approach to our capital schemes based on agreed principles.
- **Financial Constraints**: Above the £65.8m the Health Board will also have to manage a number of risks and opportunities which may impact on the planned deficit. A breakdown of these are provided within the IMTP documentation along with further details on some of the mitigating action required.

Once approved, the Plan will form the basis of the work programme for the Board, its Committees and Management Board. Detailed work will be undertaken during April 2023 to further refine and quantify the outcomes and milestones of the plan and clearly set out accountability arrangements for delivery.

RECOMMENDATION

The Board is asked to:

- **NOTE** the progress made to finalising the draft R&S Plan.
- **APPROVE** the final draft Health Board Recovery & Sustainability (R&S) Plan for formal submission to Welsh Government for further assessment and discussion
- **NOTE** the risks to delivery and mitigating actions in place

| Governance and Assurance | | |
|---|--|-------------------------------------|
| Link to Enabling Objectives (please choose) | Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities | |
| | Partnerships for Improving Health and Wellbeing | <input checked="" type="checkbox"/> |
| | Co-Production and Health Literacy | <input checked="" type="checkbox"/> |
| | Digitally Enabled Health and Wellbeing | <input checked="" type="checkbox"/> |

| | | |
|---|---|-------------------------------------|
| | Deliver better care through excellent health and care services achieving the outcomes that matter most to people | |
| | Best Value Outcomes and High Quality Care | <input checked="" type="checkbox"/> |
| | Partnerships for Care | <input checked="" type="checkbox"/> |
| | Excellent Staff | <input checked="" type="checkbox"/> |
| | Digitally Enabled Care | <input checked="" type="checkbox"/> |
| | Outstanding Research, Innovation, Education and Learning | <input checked="" type="checkbox"/> |
| Health and Care Standards | | |
| (please choose) | Staying Healthy | <input checked="" type="checkbox"/> |
| | Safe Care | <input type="checkbox"/> |
| | Effective Care | <input checked="" type="checkbox"/> |
| | Dignified Care | <input checked="" type="checkbox"/> |
| | Timely Care | <input checked="" type="checkbox"/> |
| | Individual Care | <input checked="" type="checkbox"/> |
| | Staff and Resources | <input checked="" type="checkbox"/> |
| Quality, Safety and Patient Experience | | |
| No direct implications of this report, however the Plan is predicated on improving quality, safety and patient experience. | | |
| Financial Implications | | |
| No direct financial implications of this report, see financial implication section for detail on the Finance Plan. | | |
| Legal Implications (including equality and diversity assessment) | | |
| A Quality Impact Assessment and Equality Impact Assessment process will be part of the broader planning arrangements to ensure that service models detailed in the Plan are quality and equality/ diversity impact assessed. | | |
| Staffing Implications | | |
| No direct impact outlined in this report however there will be significant staffing implications as a result of new service models outlined in the Plan – risks and implications to workforce form an integral part to planning arrangements. | | |
| Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015) | | |
| Development of the Plan involved a refresh of our Strategic Objectives, aligned to the WBFGA and five ways of working. | | |
| Report History | This is the first version of this report to Management Board | |
| Appendices | Appendix 1: The SBUHB Recovery & Sustainability Plan | |