

HYWEL DDA UNIVERSITY HEALTH BOARD – STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE WORKPLAN 2024/25

* Standing agenda item

AGENDA ITEM/ ISSUE	LEAD	RESPONSIBLE OFFICER/ REPORT AUTHOR	NOTE	25 April 2024	27 June 2024	29 Aug 2024	31 Oct 2024	19 Dec 2024	27 Feb 2025	EOY April 2025
			DEADLINE	2 April 2024	7 June 2024	9 Aug 2024	11 Oct 2024	29 Nov 2024	7 Feb 2025	TBC
GOVERNANCE AND RISK										
Introduction and Apologies*	Chair	All		✓	✓	✓	✓	✓	✓	✓
Declaration of Interests*	Chair	All		✓	✓	✓	✓	✓	✓	✓
Minutes from previous meeting and Matters Arising*	Chair	CSO		✓	✓	✓	✓	✓	✓	✓
Table of Actions*	Chair	CSO		✓	✓	✓	✓	✓	✓	✓
SDODC Terms of Reference	Chair	CSO			✓					
Self-Assessment of Committee Effectiveness: Process	Jo Wilson	Karen Richardson			✓					
Self-Assessment Timelines	Jo Wilson	Karen Richardson						✓		
Self-Assessment of Committee Effectiveness: Outcome	Jo Wilson	Karen Richardson		D	✓					✓
SDODC Annual Report to Board	Chair	CSO		✓						✓
PERFORMANCE										
Integrated Performance Assurance Report* (available working day 12)	Huw Thomas/EDs	Mandi Chesterman		✓	✓	✓	✓	✓	✓	✓
Community and Long Term Care Quarterly Service Report	Jill Paterson	Julia McCarthy			✓		✓		✓	
Review of Clinical Pharmacy Services at NHS Hospitals in Wales	Jill Paterson	Chris Brown						✓		
SUB-COMMITTEE REPORTS										
Capital Sub-Committee Terms of Reference	Lee Davies	Eldeg Rosser Clare Emanuel						✓		
Capital Sub-Committee Update Reports*	Lee Davies	Eldeg Rosser Clare Emanuel		✓	✓	✓	✓	✓	✓	✓
Capital Sub-Committee Annual Reports	Lee Davies	Eldeg Rosser Clare Emanuel		✓						✓
PLANNING										
Targeted Intervention and Annual Plan 2024/25 update	Lee Davies	Shaun Ayers Dan Warm		✓	✓	✓	✓	✓	✓	✓
End of Year Closure Report:	Lee Davies	Dan Warm		✓						✓
PO Update Report	Lee Davies	Dan Warm			✓					
Deep Dive on Individual Planning Objectives										
PO3 – Transforming Urgent and Emergency Care Programme <small>Formerly3a Transforming Urgent and Emergency Care programme</small>	Andrew Carruthers	Keith Jones Alison Bishop	Ministerial Measure		✓		✓		✓	

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<i>PO4 - Planned Care (incl cancer, diagnostics and therapies performance) Formerly 4a Planned Care and Cancer Recovery; 4b Regional Diagnostics Plan</i>	Andrew Carruthers	Planned Care Keith Jones Amorelle Jones Steph Hire	Cancer Keith Jones Steph Hire Debra Bennett	Ministerial Measure			✓		✓		
<i>PO5 – Mental Health and CAHMS Formerly 4c Mental Health Recovery Plan</i>	Andrew Carruthers	Liz Carroll Aileen Flynn		Local Measure		✓		✓		✓	
<i>PO6 - Clinical Services Plan Formerly 6a Clinical Services Plan</i>	Lee Davies	Paul Williams					✓		✓		
<i>PO7 – Primary Care and Community Strategic Plan Formerly 7b Integrated Localities To include: National CHC Framework 2021 RPB Population Needs Assessment Social Services and Well-being (Wales) Act 2014 (SSWBA) (Covered in Cluster and Pan-Cluster work) (Completed on 5 year cycle; last approved by RPB July 2022; Draft to SDODC prior to publication – January 2027)</i>	Jill Paterson	Rhian Bond Julia Chambers				✓		✓		✓	
<i>PO 8: A Healthier Mid and West Wales infrastructure Formerly 5a Estates Strategies; 8a Decarbonisation & Sustainability</i>	Lee Davies	Paul Williams Clare Emmanuel/ Rob Elliott					✓		✓		
<i>PO 10: Population Health (incl. social model for health and wellbeing) Formerly 7a Population Health; 7c Social Model for Health and Wellbeing To include: Vaccination Programme for Prevention and Respo4se Plan: 2023/24: Update 2024/25: Progress Update, Key Priorities and Delivery Plan Wellbeing of Future Generations Act Annual Report PSBs Well-being Assessments</i>	Ardiana Gjini	Megan Harris				✓		✓		✓	
Health Improvement & Wellbeing Strategic Plan	Ardiana Gjini	Rob Green			✓						
Report on the Discretionary Capital Programme 2024-25	Lee Davies	Paul Williams Eldeg Rosser Rob Elliott (RAAC)			✓	✓	✓	✓	✓	✓	✓
Business cases as required	Lee Davies	Eldeg Rosser									
Cross Hands Health and Wellbeing Centre FBC	Lee Davies	Eldeg Rosser			✓						
SARC BJC	Lee Davies	Eldeg Rosser			D	✓					
Planning in Partnership: Regional Integration Fund Update	Jill Paterson	Linda Jones							✓		
Pharmaceutical Needs Assessment: Six Months Review of Services	Jill Paterson	Rhian Bond/ Tracey Huggins		Action from SDODC 27 April 2023				✓			
Ophthalmology performance: Getting It Right First Time (GIRFT)	Andrew Carruthers	Steph Hire Vicky Coppack		Action from 29 February 2024 SDODC		✓					
Electronic Prescribing Medicines Administration (EPMA)	Huw Thomas	Anthony Tracey		Board Discussion – 30 Nov 2023 (See CM Email – 09 01 2024)	✓						

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Waiting List: The gap between consultant discharge and removal from the waiting list	Andrew Carruthers	Keith Jones Steph Hire	Action from Public Board – 25 January 2024 (see email 08 02 2024)	✓						
PLANNING IN PARTNERSHIP										
ARCH Update	Lee Davies	Sion Charles			✓		✓		✓	
WELSH GOVERNMENT GUIDANCE										
Monitoring Welsh Health Circulars (WHCs)	Relevant EDs	Rachel Williams			✓		✓		✓	
Ministerial Directions (MDs)	Relevant EDs	Rachel Williams				✓			✓	
RISK										
Corporate Risks Allocated to SDODC	Lee/Andrew	Rachel Williams		✓		✓		✓		✓
Operational Risks Related to SDODC	Lee/Andrew	Claire Bird			✓		✓		✓	
FOR APPROVAL										
Corporate Policies	Lee Davies			✓	✓	✓	✓	✓	✓	✓
FOR INFORMATION										
SDODC Work Programme 2024/25	Chair	CSO		✓	✓	✓	✓	✓	✓	✓
ONE-OFF MATTERS										
Health Improvement and Wellbeing Strategic plan	Ardiana Gjini	Rob Green/Megan Harris			✓					
Additional funding requirements for Planned Care waiting list recovery,	Huw Thomas/ Ardiana Gjini		March Board Seminar action		✓					
Risks associated with Medical Records Management issues	Sharon Daniel	Louise O'Connor	QSEC action		✓					
ADMINISTRATION										
Agenda setting meeting with Chair & Exec Lead (at least 6 weeks before the meeting)	CSO	CSO		✓	✓	✓	✓	✓	✓	✓
Call for papers (at least 4 weeks before the meeting to receive papers at least 21 days before the meeting)	CSO	CSO		✓	✓	✓	✓	✓	✓	✓
Disseminate agenda & papers 7 days prior to the meeting	CSO	CSO		✓	✓	✓	✓	✓	✓	✓
Share draft TOA within 3 working days of the meeting	CSO	CSO		✓	✓	✓	✓	✓	✓	✓
Circulate minutes & TOA for comments within 10 working days of the meeting	CSO	CSO		✓	✓	✓	✓	✓	✓	✓
Check & send final version of minutes to the Committee Chair following comments received.	CSO	CSO		✓	✓	✓	✓	✓	✓	✓
Chase updates on TOA before the next meeting	CSO	CSO		✓	✓	✓	✓	✓	✓	✓
Produce Board Update Report within 10 working days	CSO	CSO		✓	✓	✓	✓	✓	✓	✓
Prepare schedule of meetings	CSO	CSO		✓	✓	✓	✓	✓	✓	✓

Note:

2024/25 POs		SOs		2023/24 POs	2022/23 POs
Value and sustainability					
PO1: Workforce stabilisation	Critical enabler	1: Putting people at the heart of everything we do	PODCC	1a Develop an attraction & Recruitment plan	1F: HR offer (induction, policies, employee relations, access to training)
				1b Develop career progression opportunities	2D: Clinical Education Plan 2J: “Future Shot” Leadership Programmes
				2a Engage with and listen to our people	1H: “Making a Difference” Customer Service programme 2A: Regional Carers Strategy response 2B: Strategic Equality Plan and Objectives establishment 2K: organisational listening, learning and cultural humility 2L: Staff engagement strategic plan 4I: Armed Forces Covenant
				2b Continue to strive to be an employer of choice	2I: integrated Occupational Health & Staff psychological wellbeing offer
				2c Develop and maintain an overarching workforce, OD and partnerships plan	1G: OD Relationship Manager rollout
PO 2: Financial recovery and roadmap	Statutory duty	6: Sustainable use of our resources	SRC	6b Pathways and Value Based Healthcare	6B: Value improvement and income opportunity 6D: Value Based Healthcare and Patient Reported Outcome Programme
				8b Local Economic and Social Impact	6H: Supply chain analysis
				8c Financial Roadmap	6I: Interim Budget 2022/23 6L: workforce, clinical service and financial sustainability
Quality and performance					
PO 3: Transforming urgent and emergency care	Ministerial priority	5: Safe, sustainable, accessible and kind care	SDODC	3a Transforming Urgent and Emergency Care programme	4P: Recovery and Rehabilitation Service 4Q: Community Care Support to reduce non-elective acute bed capacity 5A: NHS Wales Delivery Framework Targets 5B: Local Performance Targets 5J: 24/7 emergency care model for Community and Primary Care
PO 4: Planned care (incl. cancer, diagnostics and therapies performance)	Ministerial priority	5: Safe, sustainable, accessible and kind care	SDODC	4a Planned Care and Cancer Recovery	1B: Single Point of Contact 1E: Personalised care for patients waiting 5A: NHS Wales Delivery Framework Targets 5B: Local Performance Targets 5F: Bronglais Strategy 5N: Implement National Network and Joint Committee Plans 6K: Design Assumptions
				4b Regional Diagnostics Plan	5F: Bronglais Strategy
PO 5: Mental health and CAHMS	Ministerial priority	5: Safe, sustainable, accessible and kind care	SDODC	4c Mental Health Recovery Plan	5G: Transforming Mental Health and LD implementation
A Healthier Mid and West Wales					
PO 6: Clinical services plan	Service fragilities	5: Safe, sustainable, accessible and kind care	SDODC	6a Clinical Services Plan	5F: Bronglais Strategy 5O: Fragile Services
PO 7: Primary care and community strategic plan	Ministerial priority Service fragilities	4: The best health and wellbeing for our communities	SDODC	7b Integrated Localities	3I: Primary Care Contract Reform 4C: Transformation fund schemes 5H: Integrated locality plans 5T: Complex health and care needs
PO 8: A Healthier Mid and West Wales infrastructure	Estate fragilities	6: Sustainable use of our resources	SDODC	5a Estates Strategies	5C: Business Case for A Healthier Mid and West Wales 5U: Community and non-clinical estates strategy
				8a Decarbonisation & Sustainability	4R: Green Health and Sustainability 6G: Decarbonisation and green initiatives plan
PO 9: Digital strategic plan	Critical enabler	6: Sustainable use of our resources	SRC	5c Digital Strategy	3E: Business intelligence and modelling 5M: Implementation of clinical and all Wales IT systems 5R: Digital Inclusion 6M: Cyber Security Framework 6N: Intelligent Automation
PO 10: Population Health (incl. social model for health and wellbeing)	Long-term sustainability	4: The best health and wellbeing for our communities	SDODC	7a Population Health	4A: Public Health Delivery Targets 4B: Public Health Local Performance Targets 4D: Public Health Screening 4G: Healthy Weight: Healthy Wales 4H: emergency planning and civil contingencies 4J: Regional Well-being Plans 4K: Health Inequalities 4M: Health Protection

2024/25 POs		SOs		2023/24 POs	2022/23 POs
Value and sustainability					
					<ul style="list-style-type: none">4S: Improvement in Population Health4V: One Health4W: Whole School Approach to Mental Health and Emotional Wellbeing
				7c Social Model for Health and Wellbeing	<ul style="list-style-type: none">4L: Social Model for Health and Wellbeing4N: Food Systems4U: Community proposals for place-based action
	Business as usual POs (not taken forward from 2023/24 into 2024/25)			3b Healthcare Acquired Infection Delivery Plan	<ul style="list-style-type: none">3C: Quality and Engagement Requirements5X: Quality Management System
				5b Research and innovation	<ul style="list-style-type: none">3G Research and Innovation
				6c Continuous Engagement	<ul style="list-style-type: none">3J: AHM&WW Communications Plan3M: UHB Communications Plan4T: Continuous engagement implementation
				8d Welsh Language and Culture	<ul style="list-style-type: none">3N: Welsh Language
				Business as usual POs (not taken forward from 2022/23 into 2023/24)	<ul style="list-style-type: none">1A: NHS Delivery Framework targets1I: Family Liaison Service rollout2E: Evidencing impact of charitable funds2M: Arts in Health Programme development3A: Improving Together3L: Review of existing security arrangements3H: Planning Objective Delivery Learning5I: Children and young people services improvement5K Clinical effectiveness self-assessment process5P: Market Stability Statement5Q: Asthma pathway5S: Palliative Care and End of Life Care Strategy5V: IMTP and Operational Planning5W: Liberty Protection Safeguards