



GRŴP CYFEIRIO RHANDEILIAID STAKEHOLDER REFERENCE GROUP

DYDDIAD Y CYFARFOD: DATE OF MEETING:	18 July 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objective Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Dr Daniel Warm, Head of Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

A revised set of Planning Objectives (PO) has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2023/24 which sets out the aims of the organisation, *i.e.* the horizon that HDdUHB is driving towards over the long term, as well as a set of specific, measurable Planning Objectives which move the organisation towards that horizon over the next year.

As in previous years it is the expectation that Committees will receive an update on the progress made in the development (delivery) of the Planning Objectives for onward assurance to the Board through the Board Assurance Framework.

Cefndir / Background

The Planning Objectives were first proposed to Board in September 2020. It was noted that: "The Health Board has made many decisions over the last 3 years – some wide ranging – including a major re-organisation of hospital based services in the south of the Hywel Dda area and a shift towards a "social model of health and wellbeing" and long term community driven prevention focus. Others have related to more specific service issues such as the development of individual services or health care facilities.

All of these decisions have moved us towards the future we set out in our main strategy documents published since 2017/18. Until now however, these accumulated decisions have not been collected together and organised in a way that allows the Board to clearly see whether progress is being made equally on all fronts and identify new opportunities to accelerate us towards those Strategic Objectives."

The Strategic Objectives remain as:

- SO1: Putting people at the heart of everything we do
- SO2: Working together to be the best we can be
- SO3: Striving to deliver and develop excellent services

- SO4: The best health and wellbeing for our communities
- SO5: Safe, sustainable, accessible and kind care
- SO6: Sustainable use of resources

The COVID-19 pandemic and our response to it has underlined the need for clarity in setting out what we are trying to achieve, which then allows Executive Directors and their teams to think creatively about how these aims can be achieved. The great sense of empowerment reported by many staff and captured in our Strategic Discovery Report arose from this disciplined approach. The approach set out in this paper has been an attempt to build this way of working into the organisation as a permanent feature of the way we work.

For clarity, the Planning Objectives were arrived at by collating all the organisational objectives and commitments listed in the following sources:

- Three year plan and annual plan
- Decisions made by the Board since 2017-18
- Strategic Discovery Report, published in July 2020
- Gold Command requirements for COVID-19
- Input from Executive Directors

These Strategic Objectives and their aligned Planning Objectives were used to drive the structure and narrative of our 2023/24 Annual Plan (as well as previous iterations), which was submitted to Welsh Government in March 2023.

Each Planning Objective is also aligned to one of the Committees of the Board for assurance, and reports are submitted to each on a regular basis. This reporting is also visible through the Board Assurance Framework.

Asesiad / Assessment

HDdUHB has set 23 Planning Objectives for 2023/24 (as at Annex 1). At this early stage in the financial year all Planning Objective are currently on-track, as reported through the Board Assurance Framework, and as per the assurance papers submitted to each of the Committees to which the Planning Objectives are aligned. The assurance papers for each of the June 2023 Committees can be found at:

- [People, Organisational Development and Culture Committee](#)
- [Quality, Safety and Experience Committee](#)
- [Strategic Development and Operational Delivery Committee](#)
- [Sustainable Resources Committee](#)

'Plans on a page' have been developed for all Planning Objectives and are intended to ensure a clear delivery/development process for the year, with SMART (specific; measurable; achievable; realistic; timely) deliverables/outcomes and clear trajectories/milestones using a standardised template.

The Executive team has a programme of Planning Objective review sessions in place where the plans on a page and progress with the Planning Objectives are being discussed, led by the lead Executive and the team delivering the Planning Objective.

In moving forward, in order to ensure our assurance of the Planning Objectives evolves from a process update to an outcome/output orientated one, a Planning Objective Highlight Report has been drafted which will be reported to the Committees each of the Planning Objectives has been aligned to, every alternate meeting. Additionally, a programme of 'deep-dives' on Planning Objectives has been scheduled.

Further, all Planning Objectives have been aligned to both the NHS Outcomes Framework and the risks on the HDdUHB corporate risk register.

Argymhelliad / Recommendation

The Stakeholder Reference Group is asked to **NOTE** the Planning Objectives for 2023/24; and the process for their assurance through Committees of the Board and Board Assurance Framework.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.1.1 Provide a forum to facilitate full engagement and activate debate amongst stakeholders from across the communities served by the HDdUHB, with the aim of reaching and presenting, wherever possible, a cohesive and balanced stakeholder perspective to inform the HDdUHB's decision-making. NB: Even when the SRG is unable to reach a consensus, it has an important role as a forum through which to draw the HDdUHB's attention to the full range of views.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	N/A
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:	N/A
Rhestr Termau: Glossary of Terms:	N/A
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Grŵp Cyfeirio Rhanddeiliaid: Parties / Committees consulted prior to Stakeholder Reference Group:	Board Committees of the Board aligned to Planning Objectives

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any financial impacts and considerations are identified in the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report
Gweithlu: Workforce:	Any issues are identified in the report
Risg: Risk:	Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed.
Cyfreithiol: Legal:	Any issues are identified in the report
Enw Da: Reputational:	Any issues are identified in the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

Annex 1: Planning Objectives; alignment to Executive Leads and Committees of the Board (for assurance purposes)

Domain	Strategic Goal	Planning Objective	Executive Lead	Committee for Assurance
<p>Our People:</p> <p><i>We have the people we need to achieve our purpose and strategy</i></p>	<p>1. Grow and Train our Workforce</p>	<p>1a Develop an attraction and recruitment plan (which enables service sustainability) and deliver a plan which is designed to streamline and modernise processes; recruitment from different talent pools; attract and support candidates.</p>	<p>Director of Workforce and OD</p>	<p>People, Organisational Development and Culture Committee</p>
	<p><i>We have the right people we need, with the right skills and knowledge</i></p>	<p>1b Develop career progression opportunities for all that want them, and for those that don't, ensure they have appropriate development to be the best they can in their role.</p>	<p>Director of Workforce and OD</p>	<p>People, Organisational Development and Culture Committee</p>
	<p>2. Support and Retain our Workforce</p>	<p>2a Engage with and listen to our people to ensure we support them to thrive through healthy lifestyles and relationships.</p>	<p>Director of Workforce and OD</p>	<p>People, Organisational Development and Culture Committee</p>
	<p><i>Our people feel motivated and supported</i></p>	<p>2b Continue to strive to be an employer of choice to ensure our people are happy, engaged and supported in work to further stabilise our services.</p>	<p>Director of Workforce and OD</p>	<p>People, Organisational Development and Culture Committee</p>
		<p>2c Develop and maintain an overarching workforce, OD and partnerships plan.</p>	<p>Director of Workforce and OD</p>	<p>People, Organisational Development and Culture Committee</p>
		<p>3: Safe and high quality care</p>	<p>3a Transforming Urgent and Emergency Care (TUEC) Programme – TUEC / Implement the Six Goals To develop and implement a plan by March 2024 to deliver Ministerial priorities by 2026.</p>	<p>Director of Operations</p>
<p>Our Patients:</p> <p><i>Our patients receive the highest quality care</i></p>	<p><i>Our services are safe and deliver good outcomes</i></p>	<p>3b infection prevention and control action plan A detailed infection prevention and control action plan has been developed to target the management of C difficile infection specifically, but which includes actions designed to reduce HCAI more broadly including gram-negative and gram-positive bacteraemia.</p>	<p>Director of Nursing, Quality and Patient Experience</p>	<p>Quality, Safety and Experience Committee</p>
	<p>4: Accessible and kind care</p>	<p>4a Planned Care and Cancer Recovery – Implement the planned care recovery programme in compliance with Ministerial priorities.</p>	<p>Director of Operations</p>	<p>Strategic Development and Operational Delivery Committee</p>
	<p><i>Patients have timely access to services and positive experiences</i></p>	<p>4b Develop and deliver a regional diagnostic plan with Swansea Bay University Health Board by Spring 2024.</p>	<p>Director of Operations</p>	<p>Strategic Development and Operational Delivery Committee</p>
		<p>4c Mental Health Recovery Plan – To develop a recovery plan for Mental Health, neurodevelopmental and CAMHS services to reduce waiting times by March 2024, and maintain a 111 press 2 service on a 24/7 basis for urgent mental health issues.</p>	<p>Director of Operations</p>	<p>Strategic Development and Operational Delivery Committee</p>

Domain	Strategic Goal	Planning Objective	Executive Lead	Committee for Assurance
Our Future: <i>Building a better health care system for future generations</i>	5: World class infrastructure <i>We are building the infrastructure needed to provide high quality care</i>	5a Estates Strategy – Develop and progress a suite of plans for our estate to address the significant risks associated with the current buildings and accommodation. To include: <ul style="list-style-type: none"> Progressing A Healthier Mid and West Wales to Outline Business Case stage (Q4) following Programme Business Case (PBC) endorsement and Strategic Outline Case (SOC) approval A 10-year regional capital plan for IRCF and HCF agreed by the Regional Partnership Board and submitted to Welsh Government (Q2) A Board approved property strategy (Q1) and associated programme of work to introduce agile working within the Health Board 	Director of Strategy and Planning	Strategic Development and Operational Delivery Committee
		5b Research and Innovation	Medical Director	People, Organisational Development and Culture Committee
		5c Digital Agenda - Lead the digital enablement for HDdUHB, supporting the agreed outcomes of the transformational programme. Will ensure further support engagement across the wider region to ensure key stakeholders are appropriately connected, ambitions are aligned, resources allocated, and financial investment and outcomes are agreed. The emerging plan will command the support of Welsh Government and the Board; and will be procured to ensure that transformation activities can commence by October 2023 with an agreed commercial partner.	Director of Finance	Sustainable Resources Committee
	6: Sustainable services <i>Designing and implementing more sustainable services</i>	6a Clinical Services Plan - Establish an overarching programme of work to develop a set of plans for key services affected by the pandemic or facing critical sustainability risks. The plans will span the period up to the new hospital network, support the work on the OBCs as part of A Healthier Mid and West Wales and assist in the delivery of the ministerial priorities. The programme will also align to A Regional Collaboration for Health (ARCH)/ Mid Wales regional plans and link to the national programmes of work where relevant. The aim is to develop a set of proposals (or options as appropriate) by December 2023 for consideration at the January 2024 Board.	Director of Strategy and Planning	Strategic Development and Operational Delivery Committee
		6b Pathways and Value Based Health Care (VBHC) - To implement the pathway interface programme that will transform and streamline clinical care pathways across HDdUHB in the next 3 years. Empowering GPs and patient facing health professionals to support patients effectively and efficiently through a digital pathways interface that improves the balance between hospital-based care and gives emphasis to a social model for health and wellbeing and Value Based Health Care.	Medical Director	Sustainable Resources Committee

Domain	Strategic Goal	Planning Objective	Executive Lead	Committee for Assurance
		<p>6c Continuous Engagement - To establish an overarching programme of work for continuous engagement with a set of continuous engagement plans that make it easier for people to have conversations with us.</p> <p>This will:</p> <ul style="list-style-type: none"> • Increase public confidence and trust in the reputation of the Health Board • Offer greater ability of service users to influence services and to be better informed • Improve decision making that is driven by public feedback • Enhance visibility of the Health Board's values through open and transparent communication 	Director of Communications and Engagement	People, Organisational Development and Culture Committee
<p>Our Communities: Our population is healthy and we have a positive impact on the determinants of health</p>	<p>7: Healthier communities</p> <p><i>Our communities support good health</i></p>	<p>7a Population Health - Develop and Implement public health plans which:</p> <ul style="list-style-type: none"> • Empower and enable people to live healthy lives through the implementation of health improvement initiatives that address health and wellbeing through the life course • Provide robust health protection and vaccination services for the community • Maximise the population benefits of health and social care interventions through the implementation of Healthcare Public Health Approaches 	Director of Public Health	Strategic Development and Operational Delivery Committee
		<p>7b Integrated Localities, Accelerated Cluster Development and Primary Care sustainability</p> <ul style="list-style-type: none"> • Integrated Localities & ACD • Primary care sustainability plan 	Director of Primary Care, Community and Long-Term Care	Strategic Development and Operational Delivery Committee
		<p>7c Social Model for Health and Wellbeing (SMfHW)</p>	Medical Director	Strategic Development and Operational Delivery Committee
	<p>8: Positive impact beyond health</p> <p><i>As an organisation we have a positive impact beyond health</i></p>	<p>8a Decarbonisation and Sustainability - Implement the Board-approved plan for Decarbonisation and support initiatives which promote environmental sustainability and One Health, with the ambition of making Hywel Dda a leading organisation in this area. This work will incorporate both large-scale schemes with a significant benefit to the environment and the development of a 'green' culture which encourages teams and individuals to make changes within their services in support of this ambition.</p>	Director of Strategy and Planning	Sustainable Resources Committee
		<p>8b Local Economic and Social Impact - We will:</p> <ul style="list-style-type: none"> • Direct our expenditure to local benefit • Collaborate with partners to maximise our impact • Ensure that we remain focused on the long term impact we can have • Position ourselves to make the most of tactical opportunities to maximise local funding arrangements for local benefit, for example through the Levelling-up fund. 	Director of Finance	Sustainable Resources Committee

Domain	Strategic Goal	Planning Objective	Executive Lead	Committee for Assurance
		<p>8c To develop a Board and Welsh Government-approved financial roadmap to return the Health Board to a £25m deficit position. This will:</p> <ul style="list-style-type: none"> • Provide clear trajectories, including actions and delivery requirements for the organisation • Form the basis of a robust three-year financial plan as part of a broader IMTP • Be based on recurrent solutions derived from a live and ongoing opportunity framework which is regularly updated to ensure that the Health Board's underlying deficit is reduced in a sustainable manner. 	Director of Finance	Sustainable Resources Committee
		<p>8d Welsh Language and Culture - Building on the Welsh Language and Culture Discovery process, we will deliver a Welsh Language plan that supports our ambitions to enhance our Welsh language and culture across the Health Board and engages and inspires our staff, patients, and broader communities. We will also seek to achieve the KPIs outlined within the Bilingual Skills policy, Cymraeg 2050, and More than Just Words</p>	Director of Communication and Engagement	People, Organisational Development and Culture Committee