



**PWYLLGOR DIWYLLIANT, POBL A DATBLYGU SEFYDLIADOL
PEOPLE, ORGANISATIONAL DEVELOPMENT & CULTURE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	15 February 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development (OD) Philip Kloer, Medical Director/Deputy Chief Executive Mandy Rayani, Director of Nursing, Quality and Patient Experience Alwena Hughes-Moakes, Communications and Engagement Director
SWYDDOG ADRODD: REPORTING OFFICER:	Daniel Warm, Head of Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

A revised set of Planning Objectives has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2022/25 that set 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 three years.

Each of the Planning Objectives has an Executive Lead and this report is to provide the People, Organisational Development & Culture Committee (PODCC) with an update on the progress made in the development (delivery) of the Planning Objectives under the Executive Leadership of the:

- Director of Workforce and OD
- Director of Nursing, Quality and Patient Experience
- Communications and Engagement Director
- Medical Director/Deputy Chief Executive

that are aligned to PODCC, for onward assurance to the Board.

Cefndir / Background

This report is presented as an update to demonstrate where progress has been made in delivering those Planning Objectives aligned to PODCC.

There are 17 Planning Objectives in total which are attributed to the following Executive Lead as set out and detailed at Appendix 1.

Asesiad / Assessment

Appendix 1 provides an update on each of the Planning Objectives aligned to PODCC, identifying their current status, whether these are achieving/not achieving against their key deliverables, together with a summary of progress to date.

A summary of this information is set out below:

Planning Objectives	Lead Executive	Status	If Planning Objective is 'behind'
1A	Director of Workforce and OD	Complete	Not Applicable (N/A)
1F		On-track	N/A
1G		On-track	N/A
1H		On-track	N/A
2D		On-track	N/A
2I		Behind	Progress is slower than planned due to staff vacancies during the Autumn and Winter 2022. Posts are gradually being filled and the health Intervention Co-ordinator will join the organisation at the end of March 2023.
2J		On-track	N/A
2K		On-track	N/A
2L		On-track	N/A
2A		Complete	N/A
2B		On-track	N/A
4I		On-track	N/A
1B	Director of Nursing, Quality and Patient Experience	On-track	N/A
1I		Behind	<ul style="list-style-type: none"> Staffing review completed and discussions held with each ward/service area, following mapping/allocation of Family Liaison Officers (FLO). This has not achieved a substantive funding resource for all areas within the ward/service allocation which is a significant financial risk and operational risk Evaluation has been completed, in liaison with the Value Based Healthcare Team, which is for further review/discussion within the Health Board.
2M		Complete	N/A
3G	Medical Director/ Deputy Chief Executive	Ahead	N/A
3N	Communications and Engagement Director	On-track	N/A

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is asked to receive an assurance on the current position in regard to the progress of the Planning Objectives aligned to PODCC, in order to onwardly assure the Board where Planning Objectives are progressing and are on target, and to raise any concerns where Planning Objectives are identified as behind in their status and/or not achieving against their key deliverables.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.7 Seek assurance on delivery against all Planning Objectives aligned to the Committee considering and scrutinising the plans, models and programmes that are developed and implemented, including the annual workforce plan and associated commissioning plan supporting and endorsing these as appropriate (PO 1A, 1B, 1F, 1G, 1H, 1I, 2A, 2B, 2D, 2H, 2I, 2J, 2K, 2L, 2M, 3G, 3J, 4A, 4I)
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	<ol style="list-style-type: none"> 1. Putting people at the heart of everything we do 2. Working together to be the best we can be 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
Amcanion Cynllunio Planning Objectives	1A NHS Delivery Framework targets 1B_22 Hywel Dda Health Hub – Single Point of Contact 3G Research and Innovation 2D Clinical education plan
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	3 Year Plan and Annual Plan Decisions made by the Board since 2017-18 Recent <i>Discover</i> report, published in July 2020 Gold Command requirements for COVID-19 Input from the Executive Team Paper provided to Public Board in September 2020
Rhestr Termiau: Glossary of Terms:	Explanation of terms is included within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Diwylliant, Pobl a Datblygu Sefydliadol: Parties / Committees consulted prior to People, Organisational Development & Culture Committee:	Public Board - September 2020 Executive Team

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

APPENDIX 1 – Update of Planning Objectives (PO) aligned to People, Organisational Development and Culture Committee (PODCC) as at February 2023

PO Ref	Planning Objective	Executive Lead	Completion Date	Current Status	Summary of Progress to date
1A	Develop and implement plans to deliver NHS Delivery Framework targets related to workforce within the next 3 years (with 2021/22 being year 1). See specific requirements 1.A.i	Director of Workforce and OD	31/3/2024	Complete	No update required
1B	<p>"Building on the success of the command centre, develop a longer-term sustainable model to cover the following:</p> <ul style="list-style-type: none"> • One single telephone and email point of contact - the ""Hywel Dda Hub"". This will incorporate switchboard facilities and existing service based call handling functions into one single call-handling system linking patient appointments, online booking and call handlers • All specialist teams (primary care, patient support, staff support) to have their calls answered and routed through this single point of contact • Further develop the operation of the surveillance cell set up to support Test, Trace and Protect for as long as required <ul style="list-style-type: none"> - Further develop the incident response and management cell set up to support our COVID-19 response for as long as required • Further develop the Sharepoint function, or look at similar other systems that our Local Authority partners use, to facilitate tracking, auditing and reporting of enquiries, responses and actions • - Develop and implement a plan to roll out access for all patients to own records and appointments within 3 years (from 2022/23)" 	Director of Nursing, Quality and Patient Experience	31/3/2025	On-track	<ul style="list-style-type: none"> • Current services supported remain the same as last report with the addition of: <ul style="list-style-type: none"> ○ Community Dental Clinics ○ Primary care – Solva contact engagement ○ Bladder and Bowel (Pembs & Ceredigion) ○ Endometriosis ○ Menopause ○ Dermatology ○ District Nursing Calls (Scarlet, Enfys Line & Merlin line) ○ District nursing (Carms) Email ref • Escalation hub has responded to : <ul style="list-style-type: none"> ○ District nursing Merlin line for strike ○ TB outbreak email screening • Services to come on board in next period are: <ul style="list-style-type: none"> ○ District Nursing (Merlin line) ○ Ear Microsuction ○ Land Consultation ○ Rheumatology emails (Calls already taken) ○ Community Dental services – Emails • Confirmation of relocation of the communication hub to Canolfan Derwen received from estates department. Move expected March 2023 • Work completed with the finance value based healthcare team to demonstrate value of investment in terms of outcomes from the communication hub. • Work underway to merge governance structure for single point of contact functions of WLSS and Communication Hub. • To roll out access for all patients to own record and appointments needs to continue in 2023.
1F	<p>Following the development of processes to co-design with our staff every stage and element of our HR offer that embody our values. This will address:</p> <ol style="list-style-type: none"> 1. the way the Health Board recruits new staff and provides induction; 2. all existing HR policies; 3. the way in which employee relation matters are managed and 4. equitable access to training and the Health Board's staff wellbeing services. <p>The resulting changes to policies, processes and approaches will be recommended to the Board in March 2023 for adoption</p>	Director of Workforce and OD	31/1/2023	On-track	<p>1a. <u>Recruitment of new staff -</u></p> <ul style="list-style-type: none"> • Work has been undertaken on an All Wales basis to revise A4C Job description and Person Specification templates, a phased roll out plan is being developed. • Centralisation of the streamlining of the recruitment pathway for RNs in Unscheduled Care has been completed. Scheduled Care pathway centralisation started in January 2023 and will continue through to May 2023. • Vacancies have been reviewed to avoid duplication and effort for all stakeholders during the recruitment pathway. • Centralising recruitment is a culture change for all and is resource intensive with regards to upskilling service/appointing managers. • Develop implementation plan to deliver revised practices and policies to an agreed roll out schedule to be completed by March 2023 <p>1b. <u>Induction</u></p>

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					<p>Phase 3 – Evaluation commenced and new database being built by L&D (instead of Digital Transformation) to manage the induction process and to collect reportable date.</p> <ul style="list-style-type: none"> • ‘Welcome to Hywel Dda’ sessions are now available online and in Carmarthen (in person) every Monday. Withybush sessions have been suspended until better facilities are available. New employees are given the choice of which they prefer. There have been no requests to deliver in-person sessions in Ceredigion. • Managers induction training planned to complete by 30/10/22 will be delayed due to delays onboarding additional staff. These actions will close the action plan. <p>2. <u>HR policies</u></p> <ul style="list-style-type: none"> • First three phases completed. • The programme was ambitious to complete 36 policy reviews in year. Achievement will be circa 67% across W&OD and 82% for the Workforce Team. We anticipate all W&OD policies bar one will be completed for PODCC in April 23. • Increases in caseload, pay progression and overpayment monitoring coupled with industrial action activity has reduced our capacity to complete all reviews in Workforce. • W&OD policies that have not been completed will be submitted for extension to February 2023 PODCC. <p>3. <u>Employee Relations (ER) matters</u></p> <ul style="list-style-type: none"> • Work continues to draw learning from experiences of all involved in ER process. • Overarching ER Action Plan developed with two specific sub action plans:- <ul style="list-style-type: none"> ○ ER Action plan – currently 38 actions with 23 completed, 8 work in progress with 8 not started – completion dates revised for 6 due to current caseload and 2 on hold pending All Wales position. ○ BAME sub action plan – 15 actions with 11 completed and 4 work in progress. (2 of which are dependent on ER system development) ○ Sickness absence sub action plan – under development – work will now progress in earnest. <p>4. <u>Equitable access</u></p> <p>Deep Dive Report being submitted as an agenda item to February 2023 PDODC.</p>
1G	By October 2022 develop Directorate level People Culture Plans across the whole organisation coordinated by the OD Relationship Managers. These plans will lead the way to more good days at work for our staff and incorporate personal development pathways.	Director of Workforce and OD	31/10/2022	On-track	<ul style="list-style-type: none"> • Cultural progression update presented to PODCC in December 2022 as planned, included cultural building blocks in place to listen to our staff and to learn from their experiences across all staff groups. • This was followed by a paper to the Board in January 2023 with the inclusion of how we also listen to our patients and how patient and staff experiences are being learned from to improve services. • Arrangements now in place to manage OD requests and commissions so that services gain the most appropriate support.

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					<ul style="list-style-type: none"> Continued collaborative working arrangements in place for working along side our Trade Union colleagues. Cultural jigsaw toolkits to support cultural awareness are under development and due to be launched in April 2023. Learning from our listening is informing the work being done to support our staff retention planning objective and feeding through also into our leadership development programmes.
1H	Following the development and design of the “Making a Difference” Customer Service programme, implement a plan to focus on delivery and measuring outcomes (linked with the Board Assurance Framework), with all members of staff to have completed the programme by September 2024.	Director of Workforce and OD	30/9/2024	On-track	<ul style="list-style-type: none"> Evaluation underway. Development of behaviour tool – initial external review started. Requires extending due to capacity issues, however staff being onboarded will drive this. Targeting under-represented staff groups Beginning to work with Patient Experience Team to enable targeted interventions now to be able to demonstrate impact of programme from a quantitative and not just qualitative perspective. Evaluation will be submitted for April PODCC to close down action plan.
1I	To embed and sustain a family liaison service in appropriate inpatient and clinical settings from April 2022	Director of Nursing, Quality and Patient Experience	31/3/2023	Behind	<ul style="list-style-type: none"> Staffing review completed and discussions held with each ward/service area, following mapping/allocation of Family Liaison Officers (FLO). This has not achieved a substantive funding resource for all areas within the ward/service allocation which is a significant financial risk and operational risk Evaluation has been completed, in liaison with Value Based Healthcare Team, which is for further review/discussion within the Health Board.
2A	Develop a Health Board specific plan by October 2023 that supports the sustainable delivery of Health Board commissioned services for unpaid Carers and responds to the Regional Carers Strategy, the findings within the population assessment and market stability report and influences the implementation of the Mid and West Wales Health and Care Strategy by supporting individuals in their homes and communities.	Director of Workforce and OD	31/10/2023	Complete	<ul style="list-style-type: none"> Health Board Action Plan in place and an annual update report will be presented to PODCC at its meeting in February 2023.
2B	By March 2023, implement series of actions to enhance Hywel Dda as a culturally competent organisation. This is able to support and recognise individual needs of employees, patients and carers.	Director of Workforce and OD	31/3/2023	On-track	<ul style="list-style-type: none"> The Health Board has expanded its staff networks and recently launched a RespectAbility network to support neuro-diverse staff as well as those who experience chronic ill health or other physical disabilities. This complements existing staff networks: Enfys, BAME, Staff Carers, Armed Forces, Menopause Café Specialist and targeted diversity and inclusion training continues to be offered to staff. EQIA paperwork has been updated to reflect the new Armed Forces Covenant duty. 2023 Diversity Calendar has been published to promote national celebrations and events. February is LGBTQ+ History month.
2D	By September 2022 to develop a multi-disciplinary clinical and non-clinical education plan and begin implementation from October 2022. This plan will incorporate the expansion of the Apprenticeship Academy in terms of its scope, scale and integration with social care	Director of Workforce and OD	30/9/2022	On-track	<ul style="list-style-type: none"> Interprofessional Education plan on the main agenda for approval. New Educational Governance structure set up through Strategic People Planning and Education Group and subgroups are now being formalised. In January 2023, the joint apprentices joined the new Joint Community & Social Care Skills to Care induction programme. Integrated Training with Social Care for joint induction embedded into practice.

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					<ul style="list-style-type: none"> The Apprenticeship Academy has onboarded 88 apprentices in 2022/2023, of which 76 were on the Healthcare Apprenticeship Programme.
2I	By February 2023 develop an integrated Occupational Health & Staff psychological wellbeing offer with a single point of contact which supports staff to remain in work, offers support when absent and provides alternative opportunities when health impacts on an individual's ability to be in role.	Director of Workforce and OD	28/2/2023	Behind	<ul style="list-style-type: none"> Progress is being made towards the virtual single front door for employees to access support and advice covering health and wellbeing support to prevent or manage sickness. Progress is slower than planned due to staff vacancies during the Autumn and Winter 2023. Posts are gradually being filled and the health Intervention Co-ordinator will join the organisation at the end of March 2023. Meanwhile, an intranet page for Staff Psychological Well-being provides a full range of resources to support staff. There are a set of key performance indicators in place across all aspects of the Occupational Health Service which are monitored and may be reported on a monthly basis are shared with PODCC. A new national occupational health information management has been procured and will be implemented during 2023/24.
2J	By March 2023 design a comprehensive range of Leadership Development pathways to create cohorts of leaders needed to address the challenges ahead. This will include the design of a graduate leadership team for health and social care.	Director of Workforce and OD	31/3/2023	On-track	<ul style="list-style-type: none"> Programme Delivery completed for Quarter 3 includes <ul style="list-style-type: none"> Warwick Nudge Behavioural Insights programme completed in December 2022 (x24 participants) ARCH Senior Leadership Development Programme continues during 2023 with 13 participants Medical Leadership Forum continues during 2023 Clinical Leads Forum continues during 2023 Executive and Board Development for 2022 is complete. The programme for 2023 is currently being finalised to begin in the spring Research Nurse Leadership Programme due to complete in February 2023 New Consultant Programme cohort 2 commencement delayed from November due to system pressures, this will recommence mid-spring Academi Wales Summer School 2022 complete and awaiting 2023 dates HEIW Clinical Leadership Programme continues during 2023 with x3 participants from Hywel Dda LEAP senior leadership development programme approved at exec level has been launched and will commence in March 2023 CLIMB cohort 3 is in the recruitment stage with the programme commencing in Sept 2023 Coaching Capacity Growth progress includes: <ul style="list-style-type: none"> We have had an increase of 6 qualified coaches taking the total number of coaches in the network to 21, a further 49 are in training
2K	By March 2023, demonstrate progression of actions from the first staff discovery report focused on how we can better support staff in work and their wider lives to support Health and wellbeing.	Director of Workforce and OD	3/31/2023	On-track	<ul style="list-style-type: none"> Staff Benefits continue to be promoted via the Hapi App and via Global Financial wellbeing support promoted as part of the above. Also Wagestream introduced in November/December to enable more flexible and timely access to salaries for staff. Long service recognition awards scheme underway with over 370 nominations for 25 years silver awards and 60 nominations for 40

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					<p>years service to date. Presentation of awards programme in work in progress and continuing.</p> <ul style="list-style-type: none"> • Successful launch in December of the Hywel Dda's Applause staff awards. • Chairs monthly commendation awards programme is underway, with first quarterly celebration event held in October and the next planned for February. • Nursing staff Health and Wellbeing survey completed during the summer. The analytics and report findings are due imminently. Work to understand the implications will then begin.
2L	By June 2022 develop a plan to ensure the retention of our new and existing staff through the improvement of our engagement with staff and a reduction in turnover. This plan should, as a minimum achieve the Welsh average retention rates across all staff groups in the initial phase and achieve best in Wales as a minimum over its whole duration	Director of Workforce and OD	30/6/2022	On-track	<ul style="list-style-type: none"> • Nurse Retention Task & Finish Group continues, though progress slowed during December and January due to service pressures. • Flexible Working Guide being finalised and ready for launch in Spring 2023. • Exit interviews take up and consequential learning continues to grow and support identification of hot spot areas for intervention. • Initial brainstorm around medical staff retention has taken place in January and a Medical Staff Retention Task & Finish Group will be established in February to progress an analytical phase which can then inform an action plan. Key stakeholders will be invited to join the group.
2M	To sustain and develop the Arts in Health Programme by March 2023 to promote and encourage the use of the arts in the healthcare environment to make a positive contribution to the well-being of our patients, service users and our staff.	Director of Nursing, Quality and Patient Experience	31/3/2023	Complete	<ul style="list-style-type: none"> • Steering Group established. Co-ordinator posts secured substantively. • Successful work programme implemented and grant funding received to support work in SCAMHS, creative/social prescribing and staff well-being. • Consultation for Arts in Health Strategy currently ongoing, with supported work programme to be in place by end of the year. • Annual Report presented to Board and Arts Council for Wales • Capacity building grant submitted for year 2 to Arts Council for Wales
3G	Implement the Research and Innovation Strategic Plan (2021-24) to increase research, development, and innovation activity, and the number of research investigators sufficient to deliver the Health Board, Welsh Government and HCRW expectations and improvement targets (see specific requirement 3.G.i). The plan will be implemented in partnership with universities, life science companies, and public service partners, so as to maximise the development of new research, technologies and services that improve patient care and health outcomes. The portfolio will target an expansion of activity into new areas of organisational, clinical and academic strength, including ophthalmology, orthopaedics, women and children's health, sexual and primary care. A function spanning clinical engineering, research and innovation (TriTech) will also target a threefold increase in technology trials	Medical Director / Deputy Chief Executive	31/3/2024	Ahead	<p>Action plan for second year (2022/23) of strategy implementation on track.</p> <p>Research Progress</p> <ul style="list-style-type: none"> • New Clinical Research Time Awards secured for Sexual Health Consultant and Biomedical Scientist, in addition to those secured in other areas. • Two Research for Public and Patient Benefit applications enter the second phase. • Additional income of c.£300k secured, reflective of solid delivery in 2022/23. • Portfolio entering new areas, including opening the Health Boards first orthopaedic robot trial. • New trials facility to open in BGH in the late Spring. <p>Innovation Progress</p> <ul style="list-style-type: none"> • TriTech and Innovation functions now combined into a new division. • New contract awards mean a projected healthy surplus for 2022/23 and a strong starting position for 2023/24. • IP policy developed, subject to Executive approval. • New appointments mean TriTech and Innovation are now at establishment.

PO Ref	Planning Objective	Executive Lead	Completion Date	Current Status	Summary of Progress to date
3N	During 2022/23, undertake a Welsh Language and Culture Discovery process that seeks the views of staff, patients, partners, exemplar organisations and the local population regarding ways to make Hywel Dda a model public sector organisation for embracing and celebrating Welsh Language and Culture (in the way we communicate, offer our services and design our estate and facilities for example). The resulting Discovery Report is to be presented for Board approval in Q4 2022/23 and, in light of this, a comprehensive and ambitious Welsh Language and Culture Plan will be presented to Board for approval in March 2023 with implementation starting in April 2023 at the latest. Any elements that can be implemented during 2022/23 should be, subject to appropriate approvals.	Communications and Engagement Director	31/3/2023	On-track	<ul style="list-style-type: none"> Discovery report is planned for PODCC on 3rd April 2023.
4I	By March 2023 further develop the Health Board plan to drive forward improved outcomes for Veterans and members of the Armed Forces community, in relation to NHS priority treatment guidance and recruitment strategies, and report on progress annually.	Director of Workforce and OD	31/3/2023	On-track	<ul style="list-style-type: none"> Work has continued on mapping the priority treatment pathway with involvement of Medical Records and Waiting List teams. An EQliP application has been developed to help drive forward a quality improvement project and support the establishment of an assurance mechanism for the priority treatment pathway. Support of Dr Anthony Dew as the Armed Forces champion on behalf of GP Leads has been secured and work with the GP Editors is also planned. The Health Board continues to work with regional partners to increase understanding of patient pathways and has been commended for its work to promote this. The Armed Forces Covenant Duty became law on 22nd November 2023; an update on this work will be scheduled for a future meeting of PODCC.