

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	13 October 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development (OD) Mandy Rayani, Director of Nursing, Quality and Patient Experience Phil Kloer, Medical Director/Deputy Chief Executive Ros Jervis, Director of Public Health
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

As part of the Annual Recovery Plan for 2021/22, the Board agreed a refreshed set of Strategic Objectives that set out the aims of the organisation, *i.e.* the horizon that the Hywel Dda University Health Board (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
- Director of Public Health
- Medical Director

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 12 Planning Objectives in total which are ascribed as follows: :

Director of Workforce and OD

- **1A:** Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years.
- **1C:** Design a training and development programme to build excellent customer service across the Health Board for all staff in public & patient facing roles for implementation from April 2021. This programme should learn from the best organisations in the world and use local assets and expertise where possible. The organisation's values should be at the heart of this programme.
- **1F:** Develop a programme for implementation by July 2021 to co-design with our staff every stage and element of our HR offer that embody our values. This will address:
 - 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.
 The resulting changes to policies, processes and approaches will be recommended to the Board in September 2021 for adoption.
- **1G:** Develop and implement a plan to roll out OD Relationship Managers to every directorate in the Health Board from April 2021. Their role will be to support the directorates in their day to day operations, as well as helping them to widen diversity and inclusion, develop their workforce, foster positive relationships and deliver successful and supportive home working arrangements for their teams.
- **1H:** By July 2021 conduct a second 'Discovery' phase of the pandemic learning to understand more about staff experience so that approaches to rest, recovery and recuperation can be shaped over the next 2 years including a 'thank you offering' to staff.
- **1I:** Develop a set of plans for implementation from July 2021 for new or extended health and wellbeing programmes for our staff using charitable funds.
- **2D:** By December 2021 develop a clinical education plan with the central aim to develop from within and attract from elsewhere, the very best clinicians. This plan will set out the educational offer for nurses, therapists, health scientists, pharmacists, dentists, doctors, optometrists, public health specialists and physicians associates. It will also set out how we will support this with access to the best clinical educators, facilities (training, accommodation and technology) and a clear plan to grow both the number of clinicians benefiting from education and the capacity to support this.
- **2G:** By October 2021 construct a comprehensive workforce programme to encourage our local population into NHS and care related careers aimed at improving the sustainability of the Health Board's workforce, support delivery of the Health Board's service objectives (both now and in the future) and offer good quality careers for our local population. This should include an ambitious expansion of our apprenticeship scheme.
- **2H:** By October 2021 construct a comprehensive development programme (incorporating existing programmes) for the whole organisation which nurtures talent, supports succession planning and offers teams and individuals the opportunity to access leadership development.

Director of Nursing, Quality and Patient Experience

- **1B:** Building on the success of the Command Centre, develop a longer-term sustainable model to cover the following:
 - One single telephone and email point of contact – the "Hywel Dda Health 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, Protect (TTP).
- Further develop the incident response and management cell set up to support our COVID-19 response.
- 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 their own records and appointments within 3 years.

Director of Public Health

- **2A:** Develop a Health Board specific plan that responds to the Regional Carers Strategy, and complete implementation by March 2024.

Medical Director

- **3G:** Develop and implement a 3 year strategic plan to increase research, development, and innovation activity, and number of research investigators sufficient as a minimum to deliver the Welsh Government and Health and Care Research Wales expectations and improvement targets (see specific requirement 3.G.i). The plan will be developed in partnership with universities, life science companies, and public service partners so as to maximise the development of new technologies and services that improve patient care and health outcomes. While making further progress in established areas including respiratory, oncology, and diabetes studies, the portfolio will target and expand into areas of organisational clinical and academic strength, including ophthalmology, orthopaedics, anaesthetics, and mental health. A function spanning clinical engineering, research and innovation will also target a threefold increase in technology trials.

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	On-track	Not applicable (N/A)
1C		On-track	N/A
1F		On-track	N/A
1G		On-track	N/A
1H		On-track	N/A
1I		On-track	N/A
2D		Behind	All of the actions which are due for delivery in following quarters are on schedule, however the overarching

			Education Governance Group has not yet been established, thinking for this has changed over recent months, however a meeting is scheduled for 4th October 2021 to discuss aims and objectives of the Group and how key activities will report through. Terms of reference (TORs) will be developed and an inaugural meeting will take place in Quarter 3.
2G		On-track	N/A
2H		On-track	N/A
1B	Director of Nursing, Quality and Patient Experience	On-track	N/A
2A	Director of Public Health	On-track	N/A
3G	Medical 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:	3.4 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, 1C, 1F, 1G, 1I, 2A, 2B, 2D, 2G, 2H).
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:	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives:	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 Termau: 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 27th September 2021

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Q2 Actions		Current Status of achieving PO within Completion Date (Delete as appropriate)	<ul style="list-style-type: none"> • Summary of Progress to date (including barriers to delivery) • For actions behind schedule, please provide an explanation • For actions behind schedule, what quarter will these now be achieved
				Action	Current Status (Delete as appropriate)		
1A	Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years	Lisa Gostling	31/03/2022	Develop a dashboard in meaningful a format, with a stakeholder list for distribution, frequency of reporting and forum(s) for progress reports to be analysed	On track	On track	Dashboard produced and will be presented to PODCC in October 2021 - further development underway to expand to other areas of Workforce & OD.
1B	Building on the success of the Command Centre, develop a longer-term sustainable model to cover the following: One single telephone and email point of contact – the “Hywel Dda Health Hub” This will incorporate switchboard facilities and existing service based call handling functions into one single call-handling system linking patient appointments, online	Mandy Rayani	31/03/2024	Not applicable for this quarter	Not applicable for this quarter	On track	<ul style="list-style-type: none"> • Plan on a page completed. Programme Steering Group established with good engagement. Comprehensive work plan for integration being developed. Oversight Group being established. • Scoping exercise to identify call handling functions across the Health Board underway. • Pilot of Epilepsy call handling through Command Centre (CC) completed and now ready to be integrated when recruited call handlers in place October 2021 Work underway to integrate Dental call handling function.

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	<p>booking and call handlers</p> <p>All specialist teams (primary care, patient support, staff support) to have their calls answered and routed through this single point of contact</p> <p>Further develop the operation of the surveillance cell set up to support Test, Trace, Protect (TTP)</p> <p>Further develop the incident response and management cell set up to support our COVID-19 response</p> <p>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</p> <p>Develop and implement a plan to roll out access for all</p>						<ul style="list-style-type: none"> • Recognition of connection to Planning Objective 1E and Waiting list support Service. • All cells in the support by the CC are managed independently now. Support still being provided to the Vaccination Cell due to demand and call oversight. • Partner Agency Call Centres visited <ul style="list-style-type: none"> - Police and explored <ul style="list-style-type: none"> - Carmarthenshire County Council. - Welsh Ambulance Services NHS Trust (WAST). • National Conference on Transforming Public sector Call centres attended and networks established. • Call handling function now undertaken within CC following increased demand on Medical Records team following restart of work. • Work need to establish robust Digital & Telephony support to programme. Digital Director to lead engagement on the development of the plan. • Creation of email address for the Communication Hub proposed

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	patients to their own records and appointments within 3 years						<p>ASK.HDD@wales.NHS.uk for all non-COVID-19 contacts to combine with COVIDenquiries.hdd@wales.nhs.uk so that COVID-19 enquiries continue to be managed whilst Communication Hub develops and scales up. Scheduled to be in place by end October 2021.</p> <p>Risks</p> <ul style="list-style-type: none"> Suitable/ alternative accommodation for the Communication Hub is a priority and off-site locations being explored with Property Team. Funding for staffing for the Communication Hub (Co-ordinators, Email Screeners and Call handlers funded until March 2022). Robustness of Digital/ Telephony system.
1C	Design a training and development programme to build excellent customer service across the Health Board for all staff in public & patient	Lisa Gostling	30/11/2021	Design a fully engaging customer service package, incorporating best practice, trends, case studies, values,	On track	On track	<ul style="list-style-type: none"> Aims and objectives complete, content currently being designed. Meeting scheduled for 8th October 2021 to sign off course content. Roll out scheduled identified first training planned for 15th November 2021.

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	facing roles for implementation from April 2021. This programme should learn from the best organisations in the world and use local assets and expertise where possible. The organisation's values should be at the heart of this programme			importance of Welsh language and equality			
1F	Develop a programme for implementation by July 2021 to co-design with our staff every stage and element of our HR offer that embody our values. This will address: 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	Lisa Gostling	1. 31/3/22 new staff & 28/2/22 induction 2. 31/10/21 3. 30/4/22 4. 31/03/22	Not applicable for this quarter	Not applicable for this quarter	On track	<ul style="list-style-type: none"> Recruitment workshops taken place throughout September 2021. Induction content being discussed by key stakeholders. Software being explored to enhance induction process. Work has begun to create group with Trade Unions to select policies to be prioritised. Trade Union Representatives have been approached for interest to support review of Employee Relations activity.

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	<p>training and the Health Board's staff wellbeing services.</p> <p>The resulting changes to policies, processes and approaches will be recommended to the Board in September 2021 for adoption.</p>						
1G	Develop and implement a plan to roll out OD Relationship Managers to every directorate in the Health Board from April 2021. Their role will be to support the directorates in their day to day operations, as well as helping them to widen diversity and inclusion, develop their workforce, foster positive relationships and deliver successful and supportive home working arrangements for their teams.	Lisa Gostling	31/12/2022	Not applicable for this quarter	Not applicable for this quarter	On track	<ul style="list-style-type: none"> Relationship Managers have begun to commence employment, induction is underway. Relationship Manager appointed for Ceredigion during second round of advertising. Support roles appointed and awaiting start dates.
1H	By July 2021 conduct a second 'Discovery'	Lisa Gostling	31/12/2021	Discover' report outlining results of	Completed	On track	Discovery report completed and being presented in Public Board on 30 th

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	phase of the pandemic learning to understand more about staff experience so that approaches to rest, recovery and recuperation can be shaped over the next 2 years including a 'thank you offering' to staff.			engagement with staff, which will form basis of approach to staff recovery			September 2021 and to PODCC in October 2021.
1I	Develop a set of plans for implementation from July 2021 for new or extended health and wellbeing programmes for our staff using charitable funds.	Lisa Gostling	31/03/2022	Not applicable for this quarter	Not applicable for this quarter	On track	<ul style="list-style-type: none"> Arts for Health co-ordinator appointed. Discussions underway concerning the placement of green gyms in each county.
2A	Develop a Health Board specific plan that responds to the Regional Carers Strategy, and complete implementation by March 2024.	Ros Jervis	31/03/2024	Not applicable for this quarter	Not applicable for this quarter	On track	<ul style="list-style-type: none"> An internal Carers Strategy Group has been established, and a draft action plan developed. Work in on-going to refine the action plan in order to capture the actions which wider directorates/teams can contribute to. The COVID-19 pandemic has resulted in a 64% increase in self-identified unpaid carers, and funding considerations are currently being reviewed.

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2D	By December 2021 develop a clinical education plan with the central aim to develop from within and attract from elsewhere, the very best clinicians. This plan will set out the educational offer for nurses, therapists, health scientists, pharmacists, dentists, doctors, optometrists, public health specialists and physicians associates. It will also set out how we will support this with access to the best clinical educators, facilities (training, accommodation and technology) and a clear plan to grow both the number of clinicians benefiting from education and the capacity to support this.	Lisa Gostling	30/04/2022	Not applicable for this quarter	Not applicable for this quarter	Behind	<ul style="list-style-type: none"> All of the actions which are due for delivery in following quarters are on schedule, however the overarching Education Governance Group has not yet been established, thinking for this has changed over recent months, however a meeting is scheduled for 4th October 2021 to discuss aims and objectives of the group and how key activities will report through. TORs will be developed and an inaugural meeting will take place in Quarter 3.
2G	By October 2021 construct a	Lisa Gostling	31/08/2022	Construct a comprehensive	Behind	On track	<ul style="list-style-type: none"> In quarter actions have slipped due to engagement with

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	comprehensive workforce programme to encourage our local population into NHS and care related careers aimed at improving the sustainability of the Health Board's workforce, support delivery of the Health Board's service objectives (both now and in the future) and offer good quality careers for our local population. This should include an ambitious expansion of our apprenticeship scheme.			workforce programme to encourage our local population into NHS and care related careers			<p>colleges/schools and current COVID-19 arrangements within education.</p> <ul style="list-style-type: none"> Discussion now recommenced with the plan that the objective will be delivered in line with existing timescale.
2H	By October 2021 construct a comprehensive development programme (incorporating existing programmes) for the whole organisation which nurtures talent, supports succession	Lisa Gostling	31/03/2023	Not applicable for this quarter	Not applicable for this quarter	On track	<ul style="list-style-type: none"> Leadership development programmes continue. Coaches in place and support being offered to managers.

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				Action	Current Status (Delete as appropriate)		
	planning and offers teams and individuals the opportunity to access leadership development.						
3G	Develop and implement a 3 year strategic plan to increase research, development, and innovation activity, and number of research investigators sufficient as a minimum to deliver the Welsh Government and Health and Care Research Wales expectations and improvement targets (see specific requirement 3.G.i). The plan will be developed in partnership with universities, life science companies, and public service partners so as to maximise the development of new	Phil Kloer	31/03/2024	Not applicable for this quarter	Not applicable for this quarter	On track	<p>The following activities have been completed this quarter:</p> <ul style="list-style-type: none"> The planned external peer review took place on 10th & 11th August 2021. The full report is expected at the end of October 2021. The development of a research facility is underway on the Glangwili site; Space for a joint clinical research facility on Aberystwyth University site has been identified and agreed. Discussions are underway with the Withybush General Hospital site team to identify space for a research facility; Plans for the designated research space in Pentre Awel in Llanelli have been drawn up. All four acute site research delivery teams have developed specific plans for increasing their research portfolios for the coming year.

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	<p>technologies and services that improve patient care and health outcomes. While making further progress in established areas including respiratory, oncology, and diabetes studies, the portfolio will target and expand into areas of organisational clinical and academic strength, including ophthalmology, orthopaedics, anaesthetics, and mental health. A function spanning clinical engineering, research and innovation will also target a threefold increase in technology trials.</p>						<ul style="list-style-type: none"> • The BioBank feasibility assessment commissioning brief has been written and is with procurement. • The clinical engineering, research & innovation function (TriTech) is operational.