



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	03 February 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development (OD) Ros Jervis, Director of Public Health Phil Kloer, Medical Director/Deputy Chief Executive Mandy Rayani, Director of Nursing, Quality and Patient Experience
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 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/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 12 Planning Objectives in total which are attributed to the Executive Leads as set out and detailed in 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	Change	If Planning Objective is 'behind'
1A	Director of Workforce and OD	On-track		Not applicable (N/A)
1C		On-track		N/A
1F		Behind		<p>With respect to <u>recruitment</u>, there are four actions due to complete by end of March 2022:</p> <ul style="list-style-type: none"> work associated with additional recruitment to support the scale up of the vaccination service; an increase in general recruitment activity by 92% comparing December 2019 (pre-pandemic levels) to December 2021; planning for international registered nurse (RN) recruitment at pace early 2022; vacancy factor and increase in staff absence in the Team. <p>At this point in time, it is anticipated that the delivery of the following four actions will fall behind by a quarter. The four actions are:</p> <ol style="list-style-type: none"> 1) Implement revised job description and person specification template; 2) Streamline recruitment pathway for RN recruitment; 3) Review how internal recruitment is managed in the context of vision for talent management and succession planning and the volume of appointments which are made internally; 4) Wider engagement with key stakeholders to develop proposal for changes to policies, processes and approaches for recruitment. Use research findings from initial stages to inform proposed way forward. <p>With respect to <u>induction</u>, significant progress has been made, however overall achievement of objectives have been impacted due to:</p> <ul style="list-style-type: none"> An increase in general recruitment activity by 92%, impacting the workload as a result of onboarding. Vacancy factor and increase in staff absence in the Team.

				<ul style="list-style-type: none"> • Lack of digital software to finalise resourcing. Linked to digital transformation. • Relocation of the Education & Development function within Carmarthenshire, requiring significant manpower.
1G		On-track		N/A
1H		On-track		N/A
1I		On-track		N/A
2D		Behind		<p>Overall achievement of objectives have been impacted due to:</p> <ul style="list-style-type: none"> • An increase in general recruitment activity by 92%, impacting the workload as a result of onboarding. • Vacancy factor and increase in staff absence in the team, specifically the Clinical Education Manager. • Relocation of the Education & Development function within Carmarthenshire, requiring significant manpower. <p>The above pressures have stalled the progress towards the creation of a clinical education governance structure and in turn provide a structure/framework to support our educational offer for all clinical pathways with the long-term aim of creating a multi-disciplinary clinical education plan. This is reflected in the new planning objective for 2022/23.</p>
2G		Behind		<p>Significant progress has been made, providing assurance to the Committee that although this plan remains behind schedule, there is significant impetus to achieve the overall objective with many actions having been achieved. Issues that have prevented further progress include:</p> <ul style="list-style-type: none"> • The need for the Future Workforce and Apprentice Academy Team to focus on the deployment of apprentices into the Mass Vaccination Centres (MVCs) and the recruitment and onboarding of an additional 110 volunteers, impacting the workload as a result of onboarding. • Vacancy factor and increase in staff absence in the Team. • Relocation of the Education & Development function within Carmarthenshire, requiring significant manpower.

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/ Deputy Chief Executive	Behind		This work remains in progress. A consideration of what counts as impact has been undertaken. A simple scoring system for assessing study intensity is being piloted. Sites are identifying their unique selling points Revised completion date is end of Quarter 4.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is requested 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, 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.
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	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.
Partïon / 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 20th January 2022

PO Ref and Planning Objective	Executive Lead	Completion Date	Current Status	Summary of Progress to date
<p>1A Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years</p>	<p>Director of Workforce and Organisational Development (OD)</p>	<p>31/03/2022</p>	<p>On track</p>	<ul style="list-style-type: none"> On track to present third version of performance dashboard to PODCC in February 2022 ahead of March 2022 deadline. This dashboard will include additional metrics and key performance indicators in addition to the NHS Delivery Framework targets. Feedback on content and evolving presentational style of the earlier drafts have been positive from a range of stakeholders.
<p>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,</p>	<p>Director of Nursing, Quality and Patient Experience</p>	<p>31/03/2024</p>	<p>On track</p>	<ul style="list-style-type: none"> Unprecedented increase in activity through the COVID Command Centre (CCC) increased significantly during November and December 2021 due to the Vaccination Plan, with over 50,000 enquiries required to be responded to. Additional staff deployed from Quality Improvement Skills Training (QIST), Finance and Clinical Audit teams during late December 2021/early January 2022 to help deal with demand. All cells functioning independently of the CCC Operational Team following the recruitment of Vaccination Cell Leads in January 2022. Additional call handlers and email responders being recruited to this Cell to manage predicted on-going demand. Scoping exercise of Hywel Dda University Health Board (HDdUHB) wide call handling functions complete. Prioritisation plan for integration into the Communication Hub being developed, based on risk, operational value and capacity release by Steering Group for agreement at Oversight Group. Integration of Dental Calls being piloted in January 2022 (Delayed from December 2021). Funding for staff for CCC co-ordinators, call handlers and email screeners/responders terminates in March 2022.

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<p>auditing and reporting of enquiries, responses and actions</p> <p>Develop and implement a plan to roll out access for all patients to their own records and appointments within 3 years</p>				<ul style="list-style-type: none"> • Integrated Medium Term Plan (IMTP) submission for planning objective submitted. • Digital Director establishing a Task and Finish (T&F) Group to identify and implement appropriate telephony and digital infrastructure for the Communication Hub. • Expansion and upgrading of Netcall system in progress. • The Board have approved an alternative accommodation plan for the CCC/ permanent Communication Hub. Glein House Project Group established. Predicting relocation by the end of the financial year (2021/22).
<p>1C</p> <p>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</p>	<p>Director of Workforce and OD</p>	<p>30/11/2021</p>	<p>On track</p>	<ul style="list-style-type: none"> • Report being submitted to PODCC in February 2022. • Research and design phase is complete. • Roll out has been paused due to current workforce pressures within HDdUHB. • New pilot dates will be planned for February & March 2022 with an intended roll out from April 2022 (if COVID-19 pressures allow).
<p>1F</p> <p>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:</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</p>	<p>Director of Workforce and OD</p>	<ol style="list-style-type: none"> 1. 31/3/22 new staff & 28/2/22 induction 2. 31/10/21 3. 30/4/22 4. 31/03/22 	<p>Behind</p>	<p>1a. the way the Health Board <u>recruits</u> new staff and provides induction;</p> <p>Summary of progress to date –</p> <ul style="list-style-type: none"> • T&F Group established to oversee process of securing permanent employment for those initially recruited to bank or fixed term contracts. Formal reporting points agreed for September 2021 and January 2022. • Discovery stage research continues: general on-line search, NHS case studies and award winner practices, NHS Employers resources, Human Resources (HR) disrupted content and continued professional development (CPD) on the topic, experiences from new staff in the Team recruited from other sectors shared. Reflections following complaints are being noted.

PO Ref and Planning Objective	Executive Lead	Completion Date	Current Status	Summary of Progress to date
and approaches will be recommended to the Board in September 2021 for adoption.				<ul style="list-style-type: none"> • Surveys developed for candidates (successful and unsuccessful) and appointing managers. Excellent response rate - 791 questionnaires returned out of 5238 issued (15.12% response rate). • Local and national disability groups have been approached and asked if they would welcome the opportunity to work with us to improve the inclusivity of our recruitment and selection processes. A number have indicated that they would and bespoke surveys and focus groups are currently being designed. • 'Quick wins' identified which do not require wider engagement are being implemented immediately to deliver improvement. • Research commenced and focus groups discussion is ongoing in respect of new job description and person specification template. <p>There are four actions due to complete by end of March 2022. Due to:</p> <ul style="list-style-type: none"> • work associated with additional recruitment to support the scale up of the vaccination service; • an increase in general recruitment activity by 92% comparing December 2019 (pre-pandemic levels) to December 2021; • planning for international RN recruitment at pace early 2022; • vacancy factor and increase in staff absence in the team. <p>At this point in time, it is anticipated that the delivery of these four actions will fall behind by a quarter. The four actions are:</p> <ol style="list-style-type: none"> 1) Implement revised job description and person specification template. 2) Streamline recruitment pathway for RN recruitment. 3) Review how internal recruitment is managed in the context of vision for Talent Management and Succession Planning and the volume of appointments which are made internally. 4) Wider engagement with key stakeholders to develop proposal for changes to policies, processes and approaches for

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				<p>recruitment. Use research findings from initial stages to inform proposed way forward.</p> <p>1b. the way the Health Board recruits new staff and provides induction ;</p> <ul style="list-style-type: none"> • Key Phase 4 - Automated process to on-board new employees into the organisation is required to be undertaken with the support of the Digital Transformation Team. This has not been achieved due to current work pressures within Digital Services. • Key Phase 8 – The Hywel Dda Welcome has been designed to incorporate a six-month onboarding journey. An Induction Programme Journey Outline is currently being developed to demonstrate the breadth of the content as well as learning outcomes and outputs, which includes a Career Development Plan. • Key Phase 9 – Work to identify digital learning packages for induction to support digital transformation is on hold due to Digital Service pressures. • Key Phase 10 – Progress has been impacted by the relocation of the training team within Carmarthenshire and the digital limitations mentioned above. The new induction programme will require significantly more investment of staff time of those accessing the onboarding process. Consideration needs to be given as to the feasibility of a new timeline and the candidate journey. • Significant progress has been made, however overall achievement of objectives have been impacted due to an increase in general recruitment activity by 92%, impacting the workload as a result of onboarding. • Vacancy factor and increase in staff absence in the Team. • Lack of digital software to finalise resourcing. Linked to digital transformation. • Relocation of the Education & Development function within Carmarthenshire, requiring significant manpower.

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				<ul style="list-style-type: none"> • It is anticipated that with the onboarding of a new Learning & Development (L&D) manager and assuming no further relocation to teams happen during 2021/2022, that the new induction programme will be ready for implementation by the 01/04/2022, whereby services will have the workforce capacity to cope with the increased onboarding activity. <p>2. all existing HR policies; It was evident early on that there would need to be a new delivery date due to leavers in the senior operational team and timeline to recruit. A new delivery date for the actual review of the policies once other key actions were complete was agreed with the Director of Workforce and OD – to begin by January 2022.</p> <ul style="list-style-type: none"> • Research conducted. • Stakeholder group formed. • Revised approach agreed. • Policy priorities agreed. • First three policies to be submitted to Staff Partnership Forum (SPF)/PODCC by end March 2022 <p>3. the way in which employee relation matters are managed It was evident early on that there would need to be a new delivery date due to leavers in the senior operational team and timeline to recruit. A new delivery date was agreed with the Director of Workforce and OD – initial phase by October 2021 and full implementation by December 2022.</p> <ul style="list-style-type: none"> • Key Stakeholder group set up and progressing. • Recommended approach and Terms of Reference agreed. • Stakeholder Group to identify improvements and modifications by end of February 2022. • Action plan to be developed by April 2022 with toolkit, awareness raising/training to be completed by December 2022. <p>4. equitable access to training and the Health Board's staff wellbeing services.</p> <ul style="list-style-type: none"> • Key Phase 2 – Following research, a 'Toolkit and Style Guide' is being developed to ensure equitable access that will

PO Ref and Planning Objective	Executive Lead	Completion Date	Current Status	Summary of Progress to date
				<p>provide a standard for delivery of all training resources. This will include digital accessibility.</p> <ul style="list-style-type: none"> • Key Phase 4 – Objective closed as the set-up of an Inclusive Training Task Force duplicates existing provision. This will be achieved through Equality Impact Assessment, Data Protection Impact Assessment and the creation of a new quality assurance group with Education and Development, including key stakeholders. • Significant progress has been made, however overall achievement of objectives have been impacted due to an increase in general recruitment activity by 92%, impacting the workload as a result of onboarding. • Vacancy factor and increase in staff absence in the Team. • Lack of digital software to finalise resourcing. Linked to digital transformation. • Relocation of the Education & Development function within Carmarthenshire, requiring significant manpower. • It is anticipated that with the onboarding on a new L&D manager and assuming no further relocation to teams happen during 2021/2022, that a report will be submitted prior to the April PODCC outlining the outcome of the Equitable Access Research, with recommendations to create an equitable training provision.
<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.</p>	<p>Director of Workforce and OD</p>	<p>31/12/2022</p>	<p>On track</p>	<ul style="list-style-type: none"> • Development programme designed and mid-way through implementation phase. • People Culture Plan Framework developed in conjunction with Trade Union Chairs ready for data population for each service area. • Principles of Engagement agreed with In-Committee PODCC in December 2021.

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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.	Director of Workforce and OD	31/12/2021	On track	<ul style="list-style-type: none"> Discovery Report Action Plan signed of at PODCC in December 2021. Key actions now in progress. Intelligence used to inform new Plans on a Page for 2022/23. You Said, We Did communications being prepared for Spring launch with 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.	Director of Workforce and OD	31/03/2022	On track	<ul style="list-style-type: none"> New Framework developed and will be launched imminently for staff to access a Life Long Learning Education fund (Charitable Funding). Charitable Funds established (Circa £180k) and out to service engagement to support the increase of rest & recovery areas for staff.
2A Develop a Health Board specific plan that responds to the Regional Carers Strategy, and complete implementation by March 2024.	Director of Public Health	31/03/2024	On track	<ul style="list-style-type: none"> The Health Board Carers Strategy Group is meeting on a regular basis with broad attendance from officers across the HDdUHB. Commissioned support for unpaid carers has been reviewed in light of increases in the number of carers requesting support and an investment plan was submitted as part of the 2022 IMTP process. A range of successful Carers Right's Day activities were held. Annual staff survey to seek feedback on the experience and needs of staff carers has been completed. The Carers Team are working collaboratively with Betsi Cadwaladr UHB and Powys Teaching Health Board to support them to implement the Investors in Carers scheme within their health board areas. The Carers Team are working with the Value Based Healthcare Team to develop Carer Reported Outcome Measures and hope to implement these by April 2022.
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,	Director of Workforce and OD	30/04/2022	Behind	<ul style="list-style-type: none"> Overall achievement of objectives have been impacted due to an increase in general recruitment activity by 92%, impacting the workload as a result of onboarding. Vacancy factor and increase in staff absence in the Team, specifically the Clinical Education Manager.

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<p>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.</p>				<ul style="list-style-type: none"> • Relocation of the Education & Development function within Carmarthenshire, requiring significant manpower. • The above pressures have stalled the progress towards the creation of a clinical education governance structure and in turn provide a structure/framework to support our educational offer for all clinical pathways with the long-term aim of creating a multi-disciplinary clinical education plan. This is reflected in the new planning objective for 2022/2023. • The new Clinical Education Manager has joined HDdUHB, providing the focus required to drive this objective. • Key Phase 6 & 7– Creating a governance framework to support the development of Band 4 Assistant Practitioner roles is now being finalised on an All-Wales Basis, with the aim of this then being considered within the Allied Healthcare Professions (AHP) Service. • Key Phase 8 & 9 – Delivery of clinical accredited qualifications for the non-registered workforce is now embedded within daily operational delivery, including the delivery of the joint induction with social care and the initial contact with primary care. In addition, access to grow your own pathways are being given to Social Care as a pilot to partnership working. • Key Phase 12 –University of Wales Trinity Saint David (UWTSD) will begin the delivery of the Level 4 in Therapies in March 2022 as a pilot, working with HDdUHB and Swansea Bay UHB. This should be ready to enable the academic framework relating to the Band 4 Therapy Assistant Practitioner roles.
<p>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</p>	<p>Director of Workforce and OD</p>	<p>31/08/2022</p>	<p>Behind</p>	<ul style="list-style-type: none"> • An automated process to on-board non-employed future workforce into HDdUHB has been developed. Implementation has been delayed due to needing to onboard volunteers at pace with a familiar system within MVC's. • Progress has significantly improved, with evidence-based research completed to identify sector leaders for work experience & volunteering programmes, from both local, national and international organisations, identifying best

PO Ref and Planning Objective	Executive Lead	Completion Date	Current Status	Summary of Progress to date
offer good quality careers for our local population. This should include an ambitious expansion of our apprenticeship scheme.				<p>practice. Evidence based research is underway to identify how HDdUHB can engage with schools. A meeting is currently being arranged to engage with the 14-19 year old Networks across three counties to identify how Future Workforce can support our local school population.</p> <ul style="list-style-type: none"> • Other slippages in the plan will be given priority during February and March 2022, following the process for addressing the increased demand for Volunteers in the MVC. • Significant progress has been made, providing assurance to the Committee that although this plan remains behind schedule, there is significant impetus to achieve the overall objective with many actions having been achieved. Issues that have prevented further progress include: • The need for the Future Workforce and Apprentice Academy Team needing to focus on the deployment of apprentices into the MVC's and the recruitment and onboarding of an additional 110 volunteers, impacting the workload as a result of onboarding. • Vacancy factor and increase in staff absence in the Team. • Relocation of the Education & Development function within Carmarthenshire, requiring significant manpower.
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 Workforce and OD	31/03/2023	On track	<ul style="list-style-type: none"> • Research into best practice to inform the Leadership Framework is nearing completion. • Programme delivery on track as planned, however key dates postponed for January 2022 due to the COVID-19 pandemic, including Reverse Mentoring sessions with mentors and mentees. • Other programme activity was not scheduled for January 2022 due to normal winter pressures.

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<p>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.</p>	<p>Medical Director</p>	<p>31/03/2024</p>	<p>Behind</p>	<p>With respect to the development of the tool, the following work is still continuing:</p> <ul style="list-style-type: none"> • A consideration of what counts as impact has been undertaken. • A simple scoring system for assessing study intensity is being piloted. • Sites are identifying their unique selling points. • Revised completion date end of Quarter 4. <p>With respect to capability:</p> <ul style="list-style-type: none"> • Quarterly Introduction to Research webinars held. Monthly Getting into Research Seminar continue and a bespoke session was conducted for Psychology Clinical Academic Group (CAG) Research Group. All webinars are available on SharePoint and one to one sessions available on request. • Additional Research Groups established to date include CAG, Mental Health and Learning Disability, Maternity, Green Health and Staff Wellbeing. Additional groups are being scoped. • Introduction to Research Guide completed and awaiting translation to support researchers in developing research. • Three Clinical Research Leads have been appointed to drive and mentor junior researchers.