



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 June 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development (OD) Jo McCarthy, Deputy Director of Public Health Phil Kloer, Medical Director/Deputy Chief Executive Mandy Rayani, Director of Nursing, Quality and Patient Experience Alwena Hughes-Moakes, Director of Communications
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
- Director of Public Health
- Director of Communications
- 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	On track	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	Scope of work still to be agreed, however work has begun to progress on all Wales basis which needs to be considered alongside any local actions – therefore delayed to ensure work supports National approach
2J		On track	N/A
2K		On track	N/A
2L		On track	N/A
1B	Director of Nursing, Quality and Patient Experience	On track	N/A
1I		On track	N/A
2M		On track	N/A
2A	Director of Public Health	On track	N/A
2B		On track	N/A
4I		On track	N/A
3G	Medical Director/ Deputy Chief Executive	On track	N/A
3N	Director of Communications	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
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	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	<p>1A NHS Delivery Framework targets</p> <p>1B_22 Hywel Dda Health Hub – Single Point of Contact</p> <p>3G Research and Innovation</p> <p>2D Clinical education plan</p>
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:	<p>3 Year Plan and Annual Plan</p> <p>Decisions made by the Board since 2017-18</p> <p>Recent <i>Discover</i> report, published in July 2020</p> <p>Gold Command requirements for COVID-19</p> <p>Input from the Executive Team</p> <p>Paper provided to Public Board in September 2020</p>
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:	<p>Public Board - September 2020</p> <p>Executive Team</p>

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:	Any issues are identified in the report

Quality / Patient Care:	
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 1st June 2022

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 Organisational Development (OD)		On-track	<ul style="list-style-type: none"> • Regular reporting of framework targets to PODCC. • Further development of workforce metrics and performance dashboard.
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		On-track	<ul style="list-style-type: none"> • All surveillance cells now independently managed and able to function being hosted by Communication Hub • Staffing for single point of contact (SPOC) within Communication Hub established and operational. Current demand matching capacity. • New services taken on using the SPOC function, early evaluation demonstrates service efficiencies, redistribution of staff within service, patients have instant human interaction and one SPOC providing a quality service, rather than leaving an answer phone message that may take several days to respond too. • Services currently operational via SPOC <ul style="list-style-type: none"> ○ Emergency Dental calls ○ Educational patient program information and booking of courses ○ Continence information and product ordering ○ Cardio-respiratory (Carmarthenshire) appointment queries ○ Health Visitor calls, (Ceredigion) advice, registration, information and escalation. ○ Primary Care closure calls

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					<ul style="list-style-type: none"> ○ Escalation cell – to date the Communication Hub has developed a robust absence reporting process that can be instigated as needed in response to operational staffing pressures, and is currently supporting the Monkey Pox response for the Health Board. ● Those services which are county based will be rolled out as soon as pilot phase is evaluated and tested across the other counties. ● Work underway with the finance value based health care team to establish full quality and financial benefits for each service. Early indication shows that 30 hours of Band 4 in the dental service per week is released with less DNA's and lost clinic slots due more efficient backfilling and appointment booking. ● Services to come on board in next phase <ul style="list-style-type: none"> ○ Lymphedema (June 22) ○ Pulmonary rehab (TBC) ○ Prostate cancer (TBC) ○ LD Epilepsy (TBC) ○ Diabetes (TBC) ○ Neurology (TBC) ○ Ophthalmology (TBC) ○ Occupational Therapy ● In the first instance baseline data is collected and a pilot date confirmed. A Communication Hub facilitator is dedicated to each service to ensure a bespoke and collaborative model design.

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					<ul style="list-style-type: none"> • Other services who have expressed an interest but are not quite ready to move into the pilot phase: <ul style="list-style-type: none"> ○ O2 at home ○ Palliative care ○ R&D team • Communication with these services are ongoing and the Communication Hub can respond as and when services are ready • Recruitment is currently ongoing with 2 x Band 3 posts to be advertised within the Communication Hub to enable continued expansion of the service. This will continue as services models are adopted to ensure appropriate capacity available to meet demand within existing establishment. Further expansion will be supported by business cases as necessary.
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		On track	<p><u>Induction</u></p> <ul style="list-style-type: none"> • Remaining actions from 2021/22 plan on a page have been transferred to 2022/23. • New plan on page: phase 1,2,5 completed with the introduction of a 26-week induction programme and detailed report written. • Digital Transformation Project has commenced which is focussing on developing an induction booking system. • Implementation of new 26-week programme will be rolled out as and when new digital solutions are implemented. <p><u>Recruitment</u></p> <ul style="list-style-type: none"> • Support for candidates launched • Centralised recruitment being trialled for PPH <p><u>HR Policies</u></p>

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					<ul style="list-style-type: none"> • First group of policies for approval at PODCC on target for agreed date. • Work has commenced on phase 2 <p><u>Employee relation matters</u></p> <ul style="list-style-type: none"> • Work is progressing to draw learning from experiences of all involved in the Employee Relation (ER) process. • Work will proceed into 2022/23 plans <p><u>Equitable access to training</u></p> <ul style="list-style-type: none"> • Remaining actions from 2021/22 plan on a page have been transferred to 2022/23. • Key Actions 1&2 have been completed with Equitable Access Training Report completed and will be submitted to PODCC in August 2022. Following agreement of recommendations, this will support implementation of an action plan.
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		On-track	<ul style="list-style-type: none"> • Framework of the People Culture plan is agreed along with the ways of working through Our Guiding Principles • Shaped our Cultural Intentions for our priority areas (see below) • Framework being socialised so far with regard to Nursing & Midwifery, Medical & Dental, Therapies, Mental Health & Learning Disabilities (MHLD), Women’s & Children, Estates & Facilities, Workforce & Organisation Development • Developing the capability to measure progress, building a dashboard and the ability to capture staff stories and staff experiences • Built engagement platform including: establishing our brand communication

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					<p>methodology and our customer contact process</p> <ul style="list-style-type: none"> • Already impacting on service resilience including hot spots areas
1H	<p>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.</p>	<p>Director of Workforce and OD</p>		<p>On-track</p>	<ul style="list-style-type: none"> • Remaining actions from 2021/22 plan on a page have been transferred to 2022/23. • New plan on page: phase 1,3,4 completed - Message/visual media from executive team used as part of the ‘Making a Difference Programme’ as detailed within the Making a Difference Report. Thank you for Making a Difference’ cards being provided to attendees. Welsh provision available although as of yet, not requested. • In the process of analysing feedback relating to workshops from participants • Currently developing systems and processes to facilitate recording and monitoring of attendees against KPI. • The programme has provided the ability to signpost to additional opportunities/services including well-being and learning interventions. • Currently developing systems and processes to facilitate recording and monitoring of attendees against KPI • Difficulty in filling courses impacting the number of courses having to be cancelled. Data as at 26/05/2022 – 410 booked onto the programme, with 213 attended to date.
1I	<p>To embed and sustain a family liaison service in appropriate inpatient and clinical settings from April 2022</p>	<p>Director of Nursing, Quality</p>		<p>On-track</p>	<ul style="list-style-type: none"> • Staffing review completed. Family Liaison Officer (FLO) posts are currently being

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		and Patient Experience			mapped to ward / service areas. Evaluation planning underway for review late summer.
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 Public Health		On-track	<ul style="list-style-type: none"> • Health Board actions to improve outcomes for unpaid carers continue to be co-ordinated through the Carers Strategy Group. The group meets regularly and has drafted an action plan which individual teams/departments from across the Health Board contribute to. • A key focus in Q1 has been on the upscaling of the Carers Discharge Support Service (provided by third-sector partners), providing carer specific information, advice and support and working in conjunction with wards, discharge teams and the Family Liaison Officers. • The Strategic Partnerships, Diversity and Inclusion Team co-ordinate the meetings and the production of an annual report for Board. This will highlight Health Board specific actions as well as work which has been delivered in conjunction with the West Wales Carers Development Group (of the Regional Partnership Board).
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 Public Health		On-track	<ul style="list-style-type: none"> • The Diversity and Inclusion Team continue to co-ordinate actions to implement statutory duties and provide a rolling programme of training and awareness raising including supporting national days and events e.g. Pride, National Romani Day. • A Strategic Equality Plan and Objectives are in place and work has commenced to gather

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					<p>information and evidence to inform the statutory annual report.</p> <ul style="list-style-type: none"> • Significant work is on-going to support the Programme Business Case and provide specialist advice and guidance in the production of equality impact assessments, including engaging with seldom heard and groups with protected characteristics.
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		On-track	<ul style="list-style-type: none"> • On target – A new Terms of Reference have been written in draft including Workforce Planning and Education and Development, which will align services to ensure the future workforce plans are reflected and skills mapping matches these aspirations.
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		Behind	<ul style="list-style-type: none"> • Scope of work still to be agreed, however work has begun to progress on all Wales basis which needs to be considered alongside any local actions – therefore delayed to ensure work supports National approach
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		On-track	<ul style="list-style-type: none"> • Programme Delivery Completed for Quarter 1 include: <ul style="list-style-type: none"> ○ Climb Cohort 1 ○ Warwick Nudge Behaviour Insights Programme ○ Completion of Board Reverse Mentor Programme (Cohort 1) ○ Executive Team 2022 Time Out Series 1 ○ Star Programme (Cohort 3) ○ New Consultant Programme (Cohort 1) ○ Medical Leadership Forum ○ Consultant/Peer Mentoring Programme Workshop • Coaching Capacity Growth Progress includes:

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					<ul style="list-style-type: none"> ○ An increase of 7 newly qualified coaches taking the current total of qualified coaches in the network to 15. ○ Cohorts 1-3 continuing with Cohort 4 commencing in May ● Facilitated Leadership Sessions include: <ul style="list-style-type: none"> ○ Senior Nurse Leadership team ○ Senior Medical Leadership Team ● Senior Operations Executive (Target Operating Model Design).
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		On-track	<ul style="list-style-type: none"> ● Substantial assurance attained within the internal audit, one recommendation to be implemented. ● Staff Benefits programme in place and consistently promoted via Global and the Hapi App. ● Financial Wellbeing Steering Group established. ● New programme for staff recognition & awards in place and for information at June PODCC.
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		On-track	<ul style="list-style-type: none"> ● Nurse Retention Task & Finish Group established with a specific work programme agreed. Good engagement from Heads of Nursing across sites and services. ● Review of induction process underway by the Education, Learning & Development team ● Best practice theory review for engagement and retention is underway.
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		On-track	<ul style="list-style-type: none"> ● Sustainability plan for Co-ordinator post agreed. ● Funding/capacity building applications made ● Steering Group Established and meeting regularly

PO Ref	Planning Objective	Executive Lead	Completion Date	Current Status	Summary of Progress to date
					<ul style="list-style-type: none"> • Work plan in place • Co-design of strategic framework underway.
3G	<p>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</p>	Medical Director / Deputy Chief Executive		On-track	<p>Develop an action plan for 22/23 to identify the objectives that need to be achieved in order to deliver the strategy.</p> <ul style="list-style-type: none"> • Year 1 action plan (2021/22) to deliver the strategy has been closed and submitted to the Research & Innovation sub-committee. • Year 2 action plan (2022/23) has been largely written, some additional elements still to be added. <p>Operational team leads to work with their teams to identify areas in the action plan where they can contribute to the achievement of the objectives. Work up individual actions for each team member as part of PADRs.</p> <ul style="list-style-type: none"> • All PADRs for team leads have been completed (2022/23), and objectives for team leads have been developed from the strategy action plan. Team leads are currently undertaking PADRs for their staff. <p>Recruit and develop current and new members of the senior leadership team across R&D.</p> <ul style="list-style-type: none"> • New Head of Research & Development has been appointed. Start date 9th May 2022. Induction plan developed.

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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.	Director of Communications		On-track	Please see separate PODCC report
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 Public Health		On-track	<ul style="list-style-type: none"> • The Strategic Partnerships, Diversity and Inclusion Team continue to co-ordinate a Health Board Armed Forces Network and increase awareness of the Armed Forces Covenant. • An internal partnership group has been established and an action plan has been drafted in conjunction with teams/services from across the Health Board. • Work has commenced to review internal arrangements for the implementation of the NHS Priority Treatment arrangements for veterans, responding to concerns raised by veterans in the community and local third-sector support organisations.