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

DYDDIAD Y CYFARFOD: **DATE OF MEETING:**	03 April 2023
TEITL YR ADRODDIAD: **TITLE OF REPORT:**	2022/23 Planning Objectives Report
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 on a quarterly basis an update on the status of these Objectives aligned to the People, Organisational Development & Culture Committee (PODCC) is provided with an update on the progress made in the development (delivery) of those Objectives.

This report provides an overview regarding progress of these Planning Objectives as at 28 February 2023. A full closure report for 2022/23 will be produced for the next PODCC meeting on 19 June 2023. Further, it also provides PODCC with the draft (subject to Board approval) of the Planning Objectives for 2023/24 and those that are likely to be aligned to the Committee.

Cefndir / Background

The HDdUHB is clear on its long-term destination - articulated in our strategy "A Healthier Mid and West Wales" and reinforced in our recent Programme Business Case. Reaching that destination requires progress across a number of domains, which we have termed Strategic Objectives. These Strategic Objectives relate to both our people (staff, service users and communities) and our services:

- SO1 : Putting people at the heart of everything we do
- SO2 : Working together to be the best we can be
- SO3 : Striving to deliver and develop excellent services
- SO4 : The best health and wellbeing for our communities
- SO5 : Safe, sustainable, accessible, and kind care
- SO6: Sustainable use of resources

Our approach to planning now revolves around these Strategic and Planning objectives, with a systematic review of the Planning Objectives a critical aspect of the organisation's planning cycle. The development of Planning Objectives takes account of a range of factors, including: our risks and performance, the Minister's priorities, Welsh Government policies and legislation, and work in support of our strategy.

In developing our Annual Plan for 2022/23 (and into 2023/24) inevitably these are structured around our Strategic Objectives with the Planning Objectives forming most of the content. Under each we set out our current position, the key deliverables and the relationship to our risk and assurance framework.

Our plan sets out the specific actions, termed Planning Objectives , we are taking to make progress in each of these domains. In this way we remain focused on our strategic direction and ensure our day-to-day activities are explicitly aligned, and contributing to, our strategic direction.

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 Leads:
- Director of Workforce and OD (12 Planning Objectives)
- Director of Nursing, Quality and Patient Experience (3 Planning Objectives)
- Communications and Engagement Director (1 Planning Objective)
- Medical Director/Deputy Chief Executive (1 Planning Objective)

Asesiad / Assessment

As of 28 February 2023 the status of the Planning Objectives is as follows:
- 2 planning objectives had been completed
- 1 was ahead of schedule
- 12 planning objectives remained on track
- 2 were behind schedule

The full list of these can be found at Annex 1.

In-line with the development of HDdUHB's Annual Plan for 2023/24, a revised set of Planning Objectives, subject to Board approval have been formulated. As part of the continuing development of our Planning Objectives we have been considering how the Planning Objectives may be brought together in order to describe their combined impact. This will not move away from the Planning Objectives being described under their respective Strategic Objectives, rather it will provide an opportunity for us to describe more clearly what the impact/outcome is expected to be as a result of that set of Planning Objectives. Subsequently we have introduced 4 new domains and aligned two new strategic goals to each of the 4 domains, with a small number (2/4) Planning Objectives then sitting within each goal.

The overview of these 2023/24 Planning Objectives can be found at annex 2, including the expected alignment to PODCC (again subject to relevant review and approval). Planning Objectives for 2022/23 that are not completed, are in general either to be completed, or are subsumed by new Planning Objectives for 2023/24.

Argymhelliad / Recommendation

The People, Organisational Development & Culture Committee is asked to
- take assurance on progress of the 2022/23 Planning Objectives to date
- note the draft 2023/24 Planning Objectives, including the expected alignment to the Committee.

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:	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 *Discover* 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
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

Annex 1: Status of 2022/23 Planning Objectives as reported March 2023

	Planning Objectives	Lead Executive	Status
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	Complete
1F	"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 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 handers • 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 - 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 & Patient Experience	On-track
1G	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: 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.		On-track

	The resulting changes to policies, processes and approaches will be recommended to the Board in March 2023 for adoption		
1H	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.	On-track	
2D	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.	On-track	
2I	To embed and sustain a family liaison service in appropriate inpatient and clinical settings from April 2022	Behind	
2J	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.	On-track	
2K	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.	On-track	
2L	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	On-track	
2A	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.	On-track	
2B	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.	On-track	
4I	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.	On-track	

1B	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 Nursing, Quality and Patient Experience	On-track
1I	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.		Behind
2M	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		Complete
3G	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 & Engagement Director	Ahead
3N	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 & OD	On-track

Annex 2: Proposed Planning Objectives for 2023/24, and alignment to PODCC

Domain	Goals	Planning Objectives
Our People *We have the people we need to achieve our purpose and strategy*	**Goal 1:** Grow and Train our Workforce *We have the right people we need, with the right skills and knowledge*	1a - Recruitment plan*
		1b - Career progression*
	Goal 2: Support and Retain our Workforce *Our people feel motivated and supported*	2a - Staff health and wellbeing*
		2b - Employer of choice*
		2c - Workforce and OD strategy*
Our Patients *Our patients receive the highest quality care*	**Goal 3:** Safe and high quality care *Our services are safe and deliver good outcomes*	3a – Transforming Urgent and Emergency Care programme
		3b – Healthcare Acquired Infection Delivery Plan
	Goal 4: Accessible and kind care *Patients have timely access to services and positive experiences*	4a - Planned Care and Cancer Recovery
		4b – Regional Diagnostics Plan
		4c – Mental Health Recovery Plan
Our Future *Building a better health care system for future generations*	**Goal 5:** World class infrastructure *We are building the infrastructure needed to provide high quality care*	5a – Estates Strategies
		5b - Research and innovation*
		5c – Digital Strategy
	Goal 6: Sustainable services *Designing and implementing more sustainable services*	6a - Clinical services plan
		6b - Pathways and Value Based Healthcare
		6c - Continuous engagement
Our Communities *Our population is healthy and we have a positive impact on the determinants of health*	**Goal 7:** Healthier communities *Our communities support good health*	7a – Population Health
		7b – Integrated Localities
		7c - Social model for Health and Wellbeing
	Goal 8: Positive impact beyond health *As an organisation we have a positive impact beyond health*	8a – Decarbonisation & Sustainability
		8b – Local Economic and Social Impact
		8c – Financial Roadmap
		8d – Welsh Language and Culture*
Ministerial priorities		Local priorities

*signifies a 2023/24 Planning Objective to be aligned to PODCC (subject to approval)

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