

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	20 October 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development (OD) Philip Kloer, Medical Director/Deputy Chief Executive Mandy Rayani, Director of Nursing, Quality and Patient Experience Alwena Hughes-Moakes, 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 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'	Date of next Planning Objective 'deep-dive' by Committee
1A	Director of Workforce and OD	Complete	Not Applicable (N/A)	TBC
1F		On-track	N/A	October 2022
1G		On-track	N/A	TBC
1H		On-track	N/A	October 2022
2D		On-track	N/A	October 2022
2I		On-track	N/A	February 2023
2J		On-track	N/A	December 2022
2K		On-track	N/A	April 2023
2L		On-track	N/A	TBC –last deep-dive was June 2022
2A		On-track	N/A	April 2023
2B		On-track	N/A	February 2023
4I		On-track	N/A	December 2022
1B		Director of Nursing, Quality and Patient Experience	On-track	N/A
1I	On-track		N/A	February 2023
2M	On-track		N/A	April 2023
3G	Medical Director/ Deputy Chief Executive	On-track	N/A	TBC
3N	Director of Communications	On-track	N/A	October 2022

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.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	<ol style="list-style-type: none"> 1. Putting people at the heart of everything we do 2. Working together to be the best we can be 3. Striving to deliver and develop excellent services 4. The best health and wellbeing for our individuals, families and communities
Amcanion Cynllunio Planning Objectives	1A NHS Delivery Framework targets 1B_22 Hywel Dda Health Hub – Single Point of Contact 3G Research and Innovation 2D Clinical education plan
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

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

Effaith: (rhaid cwblhau)

Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any financial impacts and considerations are identified in the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report
Gweithlu: Workforce:	Any issues are identified in the report
Risg: Risk:	Consideration and focus on risk is inherent within the report. A sound system of internal control helps to ensure any risks are identified, assessed and managed.
Cyfreithiol: Legal:	Any issues are identified in the report
Enw Da: Reputational:	Any issues are identified in the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

APPENDIX 1 – Update of Planning Objectives (PO) aligned to People, Organisational Development and Culture Committee (PODCC) as at October 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 OD	31/3/2024	Complete	A dashboard is produced bimonthly providing workforce measures linked to the NHS Delivery Framework targets.
1B	<p>"Building on the success of the command centre, develop a longer-term sustainable model to cover the following:</p> <ul style="list-style-type: none"> • One single telephone and email point of contact - the ""Hywel Dda Hub"". This will incorporate switchboard facilities and existing service based call handling functions into one single call-handling system linking patient appointments, online booking and call handlers • All specialist teams (primary care, patient support, staff support) to have their calls answered and routed through this single point of contact • Further develop the operation of the surveillance cell set up to support Test, Trace and Protect for as long as required <ul style="list-style-type: none"> - Further develop the incident response and management cell set up to support our COVID-19 response for as long as required • Further develop the Sharepoint function, or look at similar other systems that our Local Authority partners use, to facilitate tracking, auditing and reporting of enquiries, responses and actions • - Develop and implement a plan to roll out access for all patients to own records and appointments within 3 years (from 2022/23)" 	Director of Nursing, Quality and Patient Experience	31/3/2025	On-track	<ul style="list-style-type: none"> • Current services supported remain the same as last report with the addition of <ul style="list-style-type: none"> ○ Lymphoedema ○ Continence ○ Expanded Health Visiting to Ceredigion ○ Pulmonary rehabilitation ○ Nosocomial review ○ Community respiratory ○ Phlebotomy booking ○ Research & Development • Escalation hub has responded to 3 priority requests to support services in crisis these were <ul style="list-style-type: none"> ○ Rheumatology service patient support helpline, unable to man due to staffing difficulties ○ In response to a Llanelli leaflet drop communication hub phone number communication to the public who may have been concerned or distressed ○ Organisational response to HRM The Queen funeral including co-ordination of OPD appointments and requests for information from the public • Services to come on board in next period are <ul style="list-style-type: none"> ○ Pelvic Health ○ Diabetes ○ Heart failure

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					<ul style="list-style-type: none"> ○ Neurology ○ Urology ○ Ophthalmology ○ Prostate cancer prehab <ul style="list-style-type: none"> ● Confirmation of relocation of the communication hub to Canolfan Derwen received from estates department. Move expected October/November 2022 ● Work continues with the finance value based healthcare team to demonstrate value of investment in terms of outcomes from the communication hub. ● Work also requested from executive lead to merge this planning objective with planning objective 1E WLSS (Waiting List Support Services). ● Work on objective to roll out access for all patients to own record and appointments needs to continue in 2023.
1F	<p>Following the development of processes to co-design with our staff every stage and element of our HR offer that embody our values. This will address:</p> <ol style="list-style-type: none"> 1. the way the Health Board recruits new staff and provides induction; 2. all existing HR policies; 3. the way in which employee relation matters are managed and 4. equitable access to training and the Health Board's staff wellbeing services. <p>The resulting changes to policies, processes and approaches will be recommended to the Board in March 2023 for adoption</p>	Director of Workforce and OD	31/1/2023	On-track	<p>1. Induction – on track</p> <ul style="list-style-type: none"> ● Phase 1,2,4, 5, 6 & 7 completed with the remainder in progress. ● Phase 3 – evaluation commenced and identified inadequacies in technical systems. Digital Transformation Project focussing on this has paused until further notice so the team has focused on developing the systems themselves as the data is business critical. ● Accessibility Guidelines & Templates created and shared with Comms Team. Agreed to await feedback and support Comms Team with any future developments and support.

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					<ul style="list-style-type: none"> • Implementation of new 26-week programme rolled out. • ‘Welcome to Hywel Dda’ sessions are now available in Carmarthen, Withybush and online. New employees are given the choice of which they prefer. Content remains the same. • 20min online session available for line managers to familiarise them with the new induction programme. 471 managers have attended to date. Feedback has been overwhelmingly positive. • Managers induction training planned to complete by 30/10/22 will be delayed due to delays onboarding additional staff. <p><u>2. HR Policies</u> - On track – as all overdue policy reviews were extended to March 2023</p> <ul style="list-style-type: none"> • First phase of policies (3) approved by PODCC in June 2022. • Second phase on track for consideration by PODCC (6) in October 2022. • Work has commenced on phase 3 policy reviews. <p><u>3. Employee relation (ER) matters</u> – on-track</p> <ul style="list-style-type: none"> • Work continues to draw learning from experiences of all involved in ER process. • Overarching ER Action Plan developed with two specific sub action plans:- • ER Action plan – currently 38 actions with 13 completed, 15 work in progress and 10 not started but not overdue.

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					<p>BAME sub action plan – 15 actions with 9 completed and 6 work in progress. Sickness absence sub action plan – under development.</p>
1G	<p>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.</p>	<p>Director of Workforce and OD</p>	<p>31/10/2022</p>	<p>On-track</p>	<ul style="list-style-type: none"> • Framework of the People Culture plan is agreed along with the ways of working through Our Guiding Principles • Cultural Intentions shaped for our priority areas • Framework being socialised widely across our organisation: 66 teams been engaged with across the system. Creating demand in the system for further engagement. • 1 year into the programme has provided us with an opportunity to review progress and success. In light of the system challenges, a new proposal to change the focus of where we go. We have agreed different priority areas (to ensure achievable) and to ensure wider impact. Our People Culture Plans will therefore focus only on our staffing groups for Hywel Dda. • Reframing our language and approach required, due to the pressures in the system. Decision taken to pause on a formal launch of the Good Day at Work concept as we enter winter pressures, to ensure that the approach has buy in. • Continuing to impact on service resilience and seeing an increase in requests to OD Commissioning for support across the organisation. • As requested by the Committee, a new programme of work to create 1 WOD

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					dashboard is now being progressed by the WOD Information team.
1H	Following the development and design of the “Making a Difference” Customer Service programme, implement a plan to focus on delivery and measuring outcomes (linked with the Board Assurance Framework), with all members of staff to have completed the programme by September 2024.	Director of Workforce and OD	30/9/2024	On-track	<ul style="list-style-type: none"> Phase 1, 2, 3, 4, 5 completed Moved booking system over to ESR Evaluation underway – needs further refinement Development of behaviour tool – initial external review started. Requires extending due to capacity issues, however staff being onboarded will drive this. Difficulty in filling courses impacting the number of courses having to be cancelled. Data as at 31/08/22 334 attended to date. More detail in SBAR deep dive.
1I	To embed and sustain a family liaison service in appropriate inpatient and clinical settings from April 2022	Director of Nursing, Quality and Patient Experience	31/3/2023	On-track	<ul style="list-style-type: none"> Staffing review completed and discussions held with each ward/service area, following mapping/allocation of Family Liaison Officers (FLO). This has not achieved a substantive funding resource for all areas within the ward/service allocation. Evaluation has been completed, in liaison with value based health care team, which is for further review/discussion within the Health Board.
2A	Develop a Health Board specific plan by October 2023 that supports the sustainable delivery of Health Board commissioned services for unpaid Carers and responds to the Regional Carers Strategy, the findings within the population assessment and market stability report and influences the implementation of the Mid and West Wales Health and Care Strategy by supporting individuals in their homes and communities.	Director of Workforce and OD	31/10/2023	On-track	<ul style="list-style-type: none"> Work is on-going to evaluate existing service provision funded by the Regional Integration Fund (managed through the West Wales Regional Partnership Board). A number of services are included in the RIF embedding fund and work the next phase of work will involve the development of a business case for continued core funding by the Health Board to ensure the sustainable

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					<p>delivery of direct support for unpaid Carers who play a vital role supporting family members who could otherwise not manage at home without their help.</p> <ul style="list-style-type: none"> • A further health actions report is planned to be presented to PODCC in early 2023.
2B	By March 2023, implement series of actions to enhance Hywel Dda as a culturally competent organisation. This is able to support and recognise individual needs of employees, patients and carers.	Director of Workforce and OD	31/3/2023	On-track	<ul style="list-style-type: none"> • SEP Annual Report completed – awaiting approval from SPF, PODCC and the Board. Deadline to be published by 31 March 2023 • Improved monitoring procedures developed to review EDI-related training, EQIA, Staff Network Activity, and EDI-related Concerns and Queries. Information will be presented on new quarterly dashboard • LGBTQ+ Staff Network revival. Increased membership, increased attendance at formal meetings, increased promotional activities and social networking, e.g. Pride events • Menopause Café Support Network established. Growing popularity and demand for more sessions and specialised information sessions e.g. yoga menopause info session and diet and menopause info session • BAME Staff Network established. Growing membership. Social events to raise awareness and observe various cultural activities e.g. Diwali celebration events, Black History Month events • Survey completed to plan for staff hidden disabilities network. Ongoing work with Learning and Development around Neurodiversity training • Introduction of EDI Surgeries across hospital sites where staff have the opportunity to

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					<p>learn more about how the EDI Team can support them. Staff also have the opportunity to discuss EDI-related matters at these surgeries</p> <ul style="list-style-type: none"> • Stonewall assessment analysis and submission for 2022-2023 completed – awaiting results. Greatly improved ranking for 2021-2022 • EDI support provided for the HB’s long-term plans, including the new Urgent and Planned Care Acute Hospital, Cross Hands Integrated Care Centre, Fishguard Integrated Care Centre, Paeds Interim Review. EDI represented at operational groups, support and advice provided in engagement and consultation events, etc. • Liaised with Communications Team to develop online guidance on the Accessibility Regulations – this can be found on Sharepoint. Plans in place to develop further guidance to take into account written documents and not just digital information e.g. patient leaflets.
2D	By September 2022 to develop a multi-disciplinary clinical and non-clinical education plan and begin implementation from October 2022. This plan will incorporate the expansion of the Apprenticeship Academy in terms of its scope, scale and integration with social care	Director of Workforce and OD	30/9/2022	On-track	<ul style="list-style-type: none"> • Phase 1, 2 completed • The Strategic People Planning and Education Governance group (SPPEG) TOR is on the agenda for PODCC October, which will then create a structure to create an education strategy and agree the TNA process moving forward. • The Apprenticeship Academy is in the process of onboarding 60 Healthcare Apprentices and going out to recruit a remaining 40; increasing the scope and scale of the Adult Nursing Pathway in 2022.

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					<ul style="list-style-type: none"> The Apprenticeship Academy in conjunction with Pembrokeshire County Council have recruited the first “joint” Health & Social Care Apprentices in a pilot joint programme, with 11 candidates commencing in October 2022.
21	By February 2023 develop an integrated Occupational Health & Staff psychological wellbeing offer with a single point of contact which supports staff to remain in work, offers support when absent and provides alternative opportunities when health impacts on an individual’s ability to be in role.	Director of Workforce and OD	28/2/2023	On-track	<ul style="list-style-type: none"> The Occupational Health Service provides health and wellbeing support/advice to employees and line managers whether the employee is absent or in work. Occupational Health specialist staff are also able to offer advice on temporary/permanent redeployment and tailored/reasonable adjustments as required. Health and wellbeing appointments/advice is available via the telephone, face to face (on request) with an additional aim to expand the offering to include virtual consultations by February 2023 using Attend Anywhere software. In addition, the Share point site is currently being reviewed as an additional web-based information resource. Staff may self-refer or be referred by management for Occupational Health advice. The advice covers a full range of physical, mental or work-related concerns and signposts to a full range of support services including the Staff Psychological Wellbeing Service. There are set key performance indicators in place across all aspects of the Occupational Health Service which are monitored and may be reported on a monthly basis as shared with the PODCC on request previously.

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2J	By March 2023 design a comprehensive range of Leadership Development pathways to create cohorts of leaders needed to address the challenges ahead. This will include the design of a graduate leadership team for health and social care.	Director of Workforce and OD	31/3/2023	On-track	<ul style="list-style-type: none"> • Programme Delivery Completed for Quarter 2 include: <ul style="list-style-type: none"> ○ Warwick Nudge Behaviour Insights Programme (ongoing until December 2022) – x24 participants ○ ARCH Senior Leadership Development Programme commenced and continues for 18 months – x13 participants ○ Medical Leadership Forum ○ Board Development Programme ○ Research Nurse Leaders Development Programme ○ New Consultant Programme Cohort 2 recruitment commenced for programme to start in November ○ Academi Wales Summer School 2022 completed – 14 participants ○ Recruitment to first cohort of the HEIW Clinical Leadership Programme x3 participants • Coaching Capacity Growth <ul style="list-style-type: none"> ○ Cohort 4 commenced in May ○ Cohort 5 commenced in September
2K	By March 2023, demonstrate progression of actions from the first staff discovery report focused on how we can better support staff in work and their wider lives to support Health and wellbeing.	Director of Workforce and OD	3/31/2023	On-track	<ul style="list-style-type: none"> • Staff Benefits optimisation programme in place and continuing to evolve via the Hapi App which now has 4429 subscribers • Staff recognition and awards programme is now in place. 314 members of staff nominated for the Hywel's Applause. Winners to be announced at the end of October, early November

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					<ul style="list-style-type: none"> Nursing Staff Health & Wellbeing survey completed during the summer. The analytics and report findings are due early December The National Staff Survey has been postponed to Spring 2023
2L	By June 2022 develop a plan to ensure the retention of our new and existing staff through the improvement of our engagement with staff and a reduction in turnover. This plan should, as a minimum achieve the Welsh average retention rates across all staff groups in the initial phase and achieve best in Wales as a minimum over its whole duration	Director of Workforce and OD	30/6/2022	On-track	<ul style="list-style-type: none"> Nurse Retention Task & Finish Group established with a specific work programme agreed. Good engagement from Heads of Nursing across sites and services. Although over the last month or so this has been more challenged due to service pressures. Deep Dives into high turnover areas for RN's – case studies being shared with group and SNMT to spread the learning around opportunity for change (ongoing). Review of induction process underway by the Education, Learning & Development team Flexible working discovery piece been undertaken with RN and external research on best practice to inform an approach to flexible working in Hywel Dda.
2M	To sustain and develop the Arts in Health Programme by March 2023 to promote and encourage the use of the arts in the healthcare environment to make a positive contribution to the well-being of our patients, service users and our staff.	Director of Nursing, Quality and Patient Experience	31/3/2023	On-track	<ul style="list-style-type: none"> Steering Group established. Co-ordinator posts secured substantively. Successful work programme implemented and grant funding received to support work in SCAMHS, creative/social prescribing and staff well-being. Consultation for Arts in Health Strategy currently ongoing, with supported work programme to be in place by end of the year.
3G	Implement the Research and Innovation Strategic Plan (2021-24) to increase research, development, and innovation activity, and the number of research investigators sufficient to deliver the Health Board, Welsh Government and HCRW expectations	Medical Director / Deputy Chief Executive	31/3/2024	On-track	<p>Action plan for second year (22/23) of strategy implementation agreed by R&I Sub Committee.</p> <p><u>Research Progress</u></p>

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	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				<ul style="list-style-type: none"> Clinical Research Time Awards in place for Orthopaedics and Ophthalmology. The latter candidate awarded substantial grant. Separate protected time awards in general surgery and women and children's health. New Head of R&D now fully embedded and working on resilience across wider team. <u>Innovation Progress</u> <ul style="list-style-type: none"> TriTech Business Plan developed and strengthened project governance to cover innovation. Substantial and diverse project portfolio underway. New Head of TriTech and Innovation in post.
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	31/3/2023	On-track	<ul style="list-style-type: none"> The Welsh Language and Culture Discovery process was launched at the Health Board's stall at the National Eisteddfod in Tregaron in August. The Welsh Language team is progressing with the discovery process and meeting with partner organisations and encouraging involvement in the process.
4I	By March 2023 further develop the Health Board plan to drive forward improved outcomes for Veterans and members of the Armed Forces community, in relation to NHS priority treatment guidance and recruitment strategies, and report on progress annually.	Director of Workforce and OD	31/3/2023	On-track	<ul style="list-style-type: none"> An Armed Forces Steering Group and Armed Forces Staff Network have been established and are developing a Health Board Plan to support implementation of the Armed Forces Covenant commitments.

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					<ul style="list-style-type: none"> There is a specific project group focusing on reviewing Health Board processes for implementing NHS priority treatment.