

**HYWEL DDA UNIVERSITY HEALTH BOARD – STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE  
WORKPLAN 2024/25**

\* Standing agenda item

AGENDA ITEM/ ISSUE	LEAD	RESPONSIBLE OFFICER/ REPORT AUTHOR	NOTE	25 April 2024	27 June 2024	29 Aug 2024	31 Oct 2024	19 Dec 2024	27 Feb 2025
				<i>DEADLINE</i> 2 April 2024	<i>DEADLINE</i> 7 June 2024	<i>DEADLINE</i> 9 Aug 2024	<i>DEADLINE</i> 11 Oct 2024	<i>DEADLINE</i> 29 Nov 2024	<i>DEADLINE</i> 7 Feb 2025
<b>GOVERNANCE AND RISK</b>									
Introduction and Apologies*	Chair	All		✓	✓	✓	✓	✓	✓
Declaration of Interests*	Chair	All		✓	✓	✓	✓	✓	✓
Minutes from previous meeting and Matters Arising*	Chair	CSO		✓	✓	✓	✓	✓	✓
Table of Actions*	Chair	CSO		✓	✓	✓	✓	✓	✓
SDODC Terms of Reference	Chair	CSO			✓				
Self-Assessment of Committee Effectiveness: Process	Jo Wilson	Karen Richardson			✓				
Self-Assessment of Committee Effectiveness: Outcome	Jo Wilson	Karen Richardson		D	✓				✓
Self-Assessment 6 Month Review Due	Jo Wilson	Karen Richardson						✓	
SDODC Annual Report to Board	Chair	CSO		✓					
Corporate Risks Allocated to SDODC	Lee/Andrew	Rachel Williams		✓		✓		✓	
Operational Risks Related to SDODC	Lee/Andrew	Claire Bird			✓		✓		✓
Monitoring Welsh Health Circulars (WHCs)	Relevant EDs	Rachel Williams			✓		✓		✓
Ministerial Directions (MDs)	Relevant EDs	Rachel Williams			✓		✓		✓
<b>POPULATION HEALTH, PRIMARY &amp; COMMUNITY</b>									
Community and Long Term Care Quarterly Service Report	Jill Paterson	Julia McCarthy			✓		✓		✓
<i>PO7 – Primary Care and Community Strategic Plan Formerly 7b Integrated Localities To include: National CHC Framework 2021 RPB Population Needs Assessment Social Services and Well-being (Wales) Act 2014 (SSWBA) (Covered in Cluster and Pan-Cluster work) (Completed on 5 year cycle; last approved by RPB July 2022; Draft to SDODC prior to publication – January 2027)</i>	Jill Paterson	Rhian Bond Julia Chambers			✓		✓		✓
<i>PO 10: Population Health (incl. social model for health and wellbeing)</i>	Ardiana Gjini	Megan Harris			✓	✓		✓	✓

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Formerly 7a Population Health; 7c Social Model for Health and Wellbeing To include: Immunisation Programme for Prevention and Strategic Response Plan: 2024/25: Progress Update, Key Priorities and Delivery Plan Wellbeing of Future Generations Act Annual Report PSBs Well-being Assessments										
Health Improvement & Wellbeing Strategic Plan	Ardiana Gjini	Jo Dainton			✓	✓				
PC IMTP (AKA Cluster Projects)	Jill Paterson	Laura Lloyd Davies					✓			✓
WBFQ Wellbeing Objectives Annual Report	Ardiana Gjini			CM email of 23 July 2024 refers.				✓		
<b>PERFORMANCE &amp; DELIVERY</b>										
Integrated Performance Assurance Report* (available working day 12)	Huw Thomas/EDs	Mandi Chesterman			✓	✓	✓	✓	✓	✓
PO3 – Six Goals (formerly Transforming Urgent and Emergency Care Programme) Formerly 3a Transforming Urgent and Emergency Care programme	Andrew Carruthers	Keith Jones Alison Bishop		Ministerial Measure		✓		✓		✓ (to include GGH)
PO4 - Planned Care (incl cancer, diagnostics and therapies performance) Formerly 4a Planned Care and Cancer Recovery; 4b Regional Diagnostics Plan	Andrew Carruthers	<b>Planned Care</b> Keith Jones Amorelle Jones Steph Hire	Cancer Keith Jones Steph Hire Debra Bennett	Ministerial Measure	✓		✓		✓	
PO5 – Mental Health and CAHMS Formerly 4c Mental Health Recovery Plan	Andrew Carruthers	Liz Carroll Aileen Flynn		Local Measure		✓		✓		✓
Ophthalmology performance: Getting It Right First Time (GIRFT)	Andrew Carruthers	Steph Hire Vicky Coppack		Action from 29 February 2024 SDODC			✓		✓	
Pharmaceutical Needs Assessment: Six Months Review of Services	Jill Paterson	Rhian Bond/ Tracey Huggins		Action from SDODC 27 April 2023				✓		
Electronic Prescribing Medicines Administration (EPMA)	Huw Thomas	Anthony Tracey		Board Discussion – 30 Nov 2023 (See CM Email – 09 01 2024)	✓					
Waiting List: The gap between consultant discharge and removal from the waiting list	Andrew Carruthers	Keith Jones Steph Hire		Action from Public Board – 25 January 2024 (see email 08 02 2024)	✓					
Review of Clinical Pharmacy Services at NHS Hospitals in Wales	Jill Paterson	Chris Brown							<b>D</b>	
<b>PLANNING &amp; PARTNERSHIPS</b>										
Targeted Intervention and Annual Plan 2024/25 update: including PO Update Report	Lee Davies	Shaun Ayers Dan Warm			✓	✓	✓	✓	✓	✓

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End of Year Closure Report:	Lee Davies	Dan Warm		✓					
PO6 - Clinical Services Plan <i>Formerly 6a Clinical Services Plan</i>	Lee Davies	Helen Morgan-Howard			✓			✓	
PO 8: A Healthier Mid and West Wales infrastructure <i>Formerly 5a Estates Strategies; 8a Decarbonisation &amp; Sustainability</i>	Lee Davies	Paul Williams Clare Emmanuel/ Rob Elliott			✓		✓		✓
A Healthier Mid and West Wales Update (incl: Nuffield Review Action Plan)	Lee Davies	Paul Williams Clare Emmanuel/				✓		✓	
Commissioning	Lee Davies	Shaun Ayres				✓			✓
<b>CAPITAL AND ESTATES</b>									
Capital Sub-Committee Terms of Reference	Lee Davies	Eldeg Rosser Clare Emanuel						✓	
Capital Sub-Committee Annual Reports	Lee Davies	Eldeg Rosser Clare Emanuel		✓					
Report on the Capital Programme 2024-25 (incl CSC & DCP)	Lee Davies	Paul Williams Eldeg Rosser Rob Elliott (RAAC)		✓	✓	✓	✓	✓	✓
Business cases as required	Lee Davies	Eldeg Rosser							
Aseptic Project BJC								✓	
Cross Hands Health and Wellbeing Centre FBC	Lee Davies	Eldeg Rosser		✓					
SARC BJC	Lee Davies	Eldeg Rosser		D	✓				
WGH Phase 2 BJC	Andrew Carruthers	Kirsty Walker	KW email – 26 11 24						
Asceptics BJC (if complete)	Lee Davies/ Jill Paterson	Eldeg Rosser	As agreed by JW					✓	
Planning in Partnership: Regional Integration Fund Update	Jill Paterson	Linda Jones						✓	
ARCH Update	Lee Davies	Sion Charles			✓		✓		✓
<b>FOR APPROVAL</b>									
Corporate Policies	Lee Davies			✓	✓	✓	✓	✓	✓
534 Patient Access Policy (from Watchtower group) (See CJ email of 23 05 2024)	Andrew Carruthers	Christine James Steph Hire Amorell Jones				✓			✓
<b>FOR INFORMATION</b>									
SDODC Work Programme 2024/25	Chair	CSO		✓	✓	✓	✓	✓	✓
<b>ONE-OFF MATTERS</b>									
Health Improvement and Wellbeing Strategic plan	Ardiana Gjini	Rob Green/Megan Harris		✓					
Additional funding requirements for Planned Care waiting list recovery (as part of Planned Care Deep Dive see KL email of 10 May 2024)	Huw Thomas/ Ardiana Gjini		March Board Seminar action			✓			
Regional Orthopaedics Model			Action from June 2024 SDODC			✓			

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Public Health Return on Investment: Smoking Drugs and Alcohol	Ardiana Gjini	Bethan Lewis	Action from June 2024 SDODC			✓			
Well-being Objectives (WFGA) Annual Report	Ardiana Gjini	Trina Nealon	On JW instruction – prior to Board				✓		
Energy Performance Contract, Heat Network Efficiency Scheme and Solar Farm projects update	Lee Davies		On JW instruction – prior to Board						✓
<b>ADMINISTRATION</b>									
Agenda setting meeting with Chair & Exec Lead (at least 6 weeks before the meeting)	CSO	CSO		✓	✓	✓	✓	✓	✓
Agenda to be issued - 5 weeks prior to meeting	CSO	CSO		✓	✓	✓	✓	✓	✓
Reminder 1 emails (Call for papers) (at least 4 weeks prior to meeting to receive papers at least 21 days before the meeting)	CSO	CSO		✓	✓	✓	✓	✓	✓
Reminder 2 emails – 2 days after the last email	CSO	CSO		✓	✓	✓	✓	✓	✓
Reminder 3 email – 1 day after the last email	CSO	CSO		✓	✓	✓	✓	✓	✓
Disseminate agenda & papers 7 days prior to the meeting	CSO	CSO		✓	✓	✓	✓	✓	✓
Share draft TOA within 2 days of the meeting	CSO	CSO		✓	✓	✓	✓	✓	✓
Circulate minutes & TOA for comments within 7 days of the meeting	CSO	CSO		✓	✓	✓	✓	✓	✓
Check & send final version of minutes to the Committee Chair following comments received.	CSO	CSO		✓	✓	✓	✓	✓	✓
Chase updates on TOA before the next meeting	CSO	CSO		✓	✓	✓	✓	✓	✓
Produce Board Update Report within 7 days	CSO	CSO		✓	✓	✓	✓	✓	✓
Prepare schedule of meetings	CSO	CSO		✓	✓	✓	✓	✓	✓

Note:

2024/25 POs		SOs		2023/24 POs	2022/23 POs
<b>Value and sustainability</b>					
PO1: Workforce stabilisation	Critical enabler	1: Putting people at the heart of everything we do	PODCC	1a Develop an attraction & Recruitment plan 1b Develop career progression opportunities 2a Engage with and listen to our people	<ul style="list-style-type: none"> <li>1F: HR offer (induction, policies, employee relations, access to training)</li> <li>2D: Clinical Education Plan</li> <li>2J: "Future Shot" Leadership Programmes</li> <li>1H: "Making a Difference" Customer Service programme</li> <li>2A: Regional Carers Strategy response</li> <li>2B: Strategic Equality Plan and Objectives establishment</li> <li>2K: organisational listening, learning and cultural humility</li> <li>2L: Staff engagement strategic plan</li> </ul>

2024/25 POs		SOs		2023/24 POs	2022/23 POs
<b>Value and sustainability</b>					
					<ul style="list-style-type: none"> <li>4I: Armed Forces Covenant</li> </ul>
				2b Continue to strive to be an employer of choice	<ul style="list-style-type: none"> <li>2I: integrated Occupational Health &amp; Staff psychological wellbeing offer</li> </ul>
				2c Develop and maintain an overarching workforce, OD and partnerships plan	<ul style="list-style-type: none"> <li>1G: OD Relationship Manager rollout</li> </ul>
PO 2: Financial recovery and roadmap	Statutory duty	6: Sustainable use of our resources	SRC	6b Pathways and Value Based Healthcare	<ul style="list-style-type: none"> <li>6B: Value improvement and income opportunity</li> <li>6D: Value Based Healthcare and Patient Reported Outcome Programme</li> </ul>
				8b Local Economic and Social Impact	<ul style="list-style-type: none"> <li>6H: Supply chain analysis</li> </ul>
				8c Financial Roadmap	<ul style="list-style-type: none"> <li>6I: Interim Budget 2022/23</li> <li>6L: workforce, clinical service and financial sustainability</li> </ul>
<b>Quality and performance</b>					
PO 3: Transforming urgent and emergency care	Ministerial priority	5: Safe, sustainable, accessible and kind care	SDODC	3a Transforming Urgent and Emergency Care programme	<ul style="list-style-type: none"> <li>4P: Recovery and Rehabilitation Service</li> <li>4Q: Community Care Support to reduce non-elective acute bed capacity</li> <li>5A: NHS Wales Delivery Framework Targets</li> <li>5B: Local Performance Targets</li> <li>5J: 24/7 emergency care model for Community and Primary Care</li> </ul>
PO 4: Planned care (incl. cancer, diagnostics and therapies performance)	Ministerial priority	5: Safe, sustainable, accessible and kind care	SDODC	4a Planned Care and Cancer Recovery	<ul style="list-style-type: none"> <li>1B: Single Point of Contact</li> <li>1E: Personalised care for patients waiting</li> <li>5A: NHS Wales Delivery Framework Targets</li> <li>5B: Local Performance Targets</li> <li>5F: Bronglais Strategy</li> <li>5N: Implement National Network and Joint Committee Plans</li> <li>6K: Design Assumptions</li> </ul>
				4b Regional Diagnostics Plan	<ul style="list-style-type: none"> <li>5F: Bronglais Strategy</li> </ul>
PO 5: Mental health and CAHMS	Ministerial priority	5: Safe, sustainable, accessible and kind care	SDODC	4c Mental Health Recovery Plan	<ul style="list-style-type: none"> <li>5G: Transforming Mental Health and LD implementation</li> </ul>
<b>A Healthier Mid and West Wales</b>					
PO 6: Clinical services plan	Service fragilities	5: Safe, sustainable, accessible and kind care	SDODC	6a Clinical Services Plan	<ul style="list-style-type: none"> <li>5F: Bronglais Strategy</li> <li>5O: Fragile Services</li> </ul>
PO 7: Primary care and community strategic plan	Ministerial priority Service fragilities	4: The best health and wellbeing for our communities	SDODC	7b Integrated Localities	<ul style="list-style-type: none"> <li>3I: Primary Care Contract Reform</li> <li>4C: Transformation fund schemes</li> <li>5H: Integrated locality plans</li> <li>5T: Complex health and care needs</li> </ul>
PO 8: A Healthier Mid and West Wales infrastructure	Estate fragilities	6: Sustainable use of our resources	SDODC	5a Estates Strategies	<ul style="list-style-type: none"> <li>5C: Business Case for A Healthier Mid and West Wales</li> <li>5U: Community and non-clinical estates strategy</li> </ul>
				8a Decarbonisation & Sustainability	<ul style="list-style-type: none"> <li>4R: Green Health and Sustainability</li> <li>6G: Decarbonisation and green initiatives plan</li> </ul>
PO 9: Digital strategic plan	Critical enabler	6: Sustainable use of our resources	SRC	5c Digital Strategy	<ul style="list-style-type: none"> <li>3E: Business intelligence and modelling</li> <li>5M: Implementation of clinical and all Wales IT systems</li> <li>5R: Digital Inclusion</li> <li>6M: Cyber Security Framework</li> <li>6N: Intelligent Automation</li> </ul>
PO 10: Population Health (incl. social model for health and wellbeing)	Long-term sustainability	4: The best health and wellbeing for our communities	SDODC	7a Population Health	<ul style="list-style-type: none"> <li>4A: Public Health Delivery Targets</li> <li>4B: Public Health Local Performance Targets</li> <li>4D: Public Health Screening</li> <li>4G: Healthy Weight: Healthy Wales</li> <li>4H: emergency planning and civil contingencies</li> <li>4J: Regional Well-being Plans</li> <li>4K: Health Inequalities</li> <li>4M: Health Protection</li> <li>4S: Improvement in Population Health</li> <li>4V: One Health</li> <li>4W: Whole School Approach to Mental Health and Emotional Wellbeing</li> </ul>
				7c Social Model for Health and Wellbeing	<ul style="list-style-type: none"> <li>4L: Social Model for Health and Wellbeing</li> <li>4N: Food Systems</li> <li>4U: Community proposals for place-based action</li> </ul>
	Business as usual POs (not taken forward from 2023/24 into 2024/25)			3b Healthcare Acquired Infection Delivery Plan	<ul style="list-style-type: none"> <li>3C: Quality and Engagement Requirements</li> <li>5X: Quality Management System</li> </ul>

2024/25 POs		SOs	2023/24 POs	2022/23 POs
<b>Value and sustainability</b>				
			5b Research and innovation 6c Continuous Engagement	<ul style="list-style-type: none"> <li>• 3G Research and Innovation</li> <li>• 3J: AHM&amp;WW Communications Plan</li> <li>• 3M: UHB Communications Plan</li> <li>• 4T: Continuous engagement implementation</li> </ul>
			8d Welsh Language and Culture  Business as usual POs (not taken forward from 2022/23 into 2023/24)	<ul style="list-style-type: none"> <li>• 3N: Welsh Language</li> <li>• 1A: NHS Delivery Framework targets</li> <li>• 1I: Family Liaison Service rollout</li> <li>• 2E: Evidencing impact of charitable funds</li> <li>• 2M: Arts in Health Programme development</li> <li>• 3A: Improving Together</li> <li>• 3L: Review of existing security arrangements</li> <li>• 3H: Planning Objective Delivery Learning</li> <li>• 5I: Children and young people services improvement</li> <li>• 5K Clinical effectiveness self-assessment process</li> <li>• 5P: Market Stability Statement</li> <li>• 5Q: Asthma pathway</li> <li>• 5S: Palliative Care and End of Life Care Strategy</li> <li>• 5V: IMTP and Operational Planning</li> <li>• 5W: Liberty Protection Safeguards</li> </ul>