

PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 August 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Quarterly Annual Plan 2022/23 Monitoring Return (Q1)
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategic Development & Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Dr Daniel Warm, Head of Planning Angharad Lloyd-Probert, Senior Project Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

Hywel Dda University Health Board (HDdUHB) believes that it is important to monitor the actions noted in its 2022/23 Annual Plan in order to establish progress, and also to gather learning on what is working with respect to the organisation's Planning Objectives. Performance reporting is dealt with under separate cover (namely the Integrated Performance Assurance Report - IPAR); however, this report provides the Strategic Development and Operational Delivery Committee (SDODC) with updates from the monitoring of all the other actions contained within the 2022/23 Annual Plan, presenting progress using completed; ahead; behind or on-track ratings for Quarter1 (Q1) (April – June 2022).

Cefndir / Background

It was not possible to submit an approvable Integrated Medium Term Plan (IMTP) and therefore an Annual Plan was submitted in draft to Welsh Government (WG) in March 2022 and a further iteration submitted in July 2022. The actions recorded in the plan will be monitored throughout the course of the next twelve months.

In order to provide assurance on the delivery of its 2022/23 Annual Plan, Hywel Dda University Health Board (HDdUHB) monitors progress against its plans retrospectively on a quarterly basis. The actions for 2022/23 are built around HDdUHB's Planning Objectives and its Gold Command instructions, which within the Plan have had quarterly milestones highlighted.

Asesiad / Assessment

For Q1 of 2022/23, Annex 1 to this paper provides details of:

- Planning Objective
- Executive Lead
- Deliverable completed; ahead; behind or on-track ratings
 - If behind: Mitigating Actions/ Explanation/ Comments are included

- If behind: Revised Quarter to be completed by is included

In summary, this shows that the current status in Q1 are that 2 actions are currently behind, as follows:

Planning Objective and Executive Lead	Q1 Action	If Behind Mitigating Actions / Explanation / Comments
<p>Planning Objective 1F - HR Offer (induction, policies, employee relations, access to training)</p> <p>Director of Workforce & Organisational Development</p>	<p>Develop guidance to support colleagues to develop resources for use within the induction programme</p> <p>Implement revised Job Description and Person Specification template.</p>	<p>One policy is currently behind schedule due to sickness absence but review date is March 2023</p> <p>Phased action plan agreed. Implementation February 2023.</p>
<p>Planning Objective 5C – Business Cases for A Healthier Mid and West Wales</p> <p>Director of Strategic Developments and Operational Planning</p>	<p>Welsh Government endorsement of the Programme Business Case following scrutiny process</p>	<ul style="list-style-type: none"> • Programme Business Case submitted to WG in February 2022. • Scrutiny comment from WG received and responded to by end April 2022. • Presentation to Infrastructure Investment Board 27th May 2022. • Land selection process has been undertaken by 4 appraisal workstreams <ul style="list-style-type: none"> ○ Technical ○ Clinical ○ Workforce ○ Financial and Economic <p>The outputs of this process will be reported to the Board on 4th August 2022 and the Board will consider and recommend the next steps in this process.</p> • Transport analysis has supported the appraisal workstreams and will help form the basis for the development of the transport strategy. • Progress on Community Infrastructure business cases with Cross Hands Outline Business Case approved by Board in May 2022 and submitted to WG 31st May 2022. Scrutiny comments have been received from WG and the UHB are in the process of responding. <p>The Programme timeline submitted in the PBC was predicated on WG endorsement at the end of May 2022. This was the subject of a cabinet discussion in July 2022. The UHB are awaiting formal response from this discussion.</p>

Whilst the actions within the 2022/23 Plan are reported to SDODC, the Committee should note that this is one of a number of reporting mechanisms regarding the Plan that the Health Board uses to communicate the progress of the Plan to WG. The expectations from WG on these mechanisms are shown below:

Monitoring Mechanism	Frequency	Expectation
Planning focussed Integrated Quality, Planning and Delivery (IQPD) meetings	Last month of every quarter	Organisations present: <ul style="list-style-type: none"> • Progress against accountability conditions • Delivery against plan milestones • Risks to delivery in the following quarter • Mitigating actions to manage risk
Joint Executive Team (JET)	Month 6 and 12	Organisations present: <ul style="list-style-type: none"> • Progress against plan • New risks • Variations to planned delivery • A forward look to priorities and challenges
Minimum Data Set (MDS)	Quarterly	Organisations refresh their MDS to include actual position and revised projections where necessary Submission dates: <ul style="list-style-type: none"> • 15th July 2022 • 14th October 2022 • 13th January 2023 • 14th April 2023

Integrated Quality, Planning and Delivery (IQPD) meetings, as you can see from the above table WG have arranged a series of IQPD meetings with the most recent taking place on 13th June 2022 the discussions centred around the following:

- Ministerial Measures & Population Health,
 - Organisations were asked to present current progress Q1 and improvement for quarter 2,
 - Population Health updates and progress expected in Q2.
- Organisations were also asked to provide 10-minute updates on the following.
 - Strategic Programme for Primary Care
 - Urgent & Emergency Care 6 goals
 - Mental Health Strategic Plans
 - Elective Care recovery and transformation
 - Quality and Safety Improvements in Q1 and look forward to Q2

Joint Executive Team (JET) – the Health Boards end of year JET Meeting for 2021/22 took place on 13th July 2022, the agenda centred around the following areas;

- Performance in 2021/22
- Ministerial priorities and National Programmes
- Plans for 2022/23

Additionally, the Health Board reviews progress of all of its Strategic and Planning Objectives through the relevant Committees of the Board, and these are all summarised in the Board Assurance Framework which is presented to Board at alternate meetings. The Board Assurance Framework (BAF) enables the Board to focus its attention on areas of poor performance in terms of progress against delivery of planning objectives, slow or no impact on agreed outcome measures, significant risks to the achievement of strategic objectives, where there is little confidence in the assurances provided.

Steps are now being taken to develop the BAF in order that its focus moves away from a 'process tool' and towards informing Board agendas and providing information on outcomes. The BAF Dashboard Report provides a visual representation of the Health Board's progress against each of its strategic objectives by showing:

- The current delivery against each planning objective aligned to the strategic objective;
- The current performance in respect of the agreed outcome measures for the strategic objective;
- The current principal risks identified which may affect achievement of the strategic objective; and
- The assurances in place to evidence the effectiveness of the management of principal risks which threaten the successful achievement of its objectives.

The BAF presented to Board in July 2022 can be found at: [July 2022 Board Assurance Framework](#)

Annex 2 to this paper also provides an overview of the Planning Objectives that are currently being monitored in Q2 (July – September 2022) of the 2022/23 Annual Plan and which will be reported back to SDODC after the conclusion of the Quarter.

Argymhelliad / Recommendation

SDODC is asked to take assurance from the overarching progress and the mitigations/ actions in place to recover those actions noted as 'behind' which support Q1 of HDdUHB's 2022/23 Annual Plan

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.3 Seek assurance on delivery of the Health Board's Annual Recovery Plan through the scrutiny of quarterly monitoring reports
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 Cynllunio Planning Objectives	All Planning Objectives Apply
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:	Included within the report
Rhestr Termau: Glossary of Terms:	Explanation of terms is included within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Individual returns signed-off by responsible Executive Director

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Key component in the delivery of the Annual Plan 2022/23
Ansawdd / Gofal Claf: Quality / Patient Care:	This is a key component in the delivery of the Annual Plan 2022/23
Gweithlu: Workforce:	Key component in the delivery of the Annual Plan 2022/23
Risg: Risk:	Key component in the delivery of the Annual Plan 2022/23
Cyfreithiol: Legal:	As above
Enw Da: Reputational:	HDdUHB needs to meet the targets it has set out in individual plans to maintain its reputation with Welsh Government together with our stakeholders including our staff
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Consideration of equality legislation and impact is a fundamental part of the planning of service delivery changes and improvements.

Annex 1: Monitoring of Quarter 1 Actions within the 2022/23 Annual Plan

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
<p>Planning Objective 1A: Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years</p>	Director of Workforce & Organisational Development	Bi-monthly presentation of workforce measures	On track	A dashboard is produced bimonthly providing workforce measures linked to the NHS Delivery Framework targets. Some targets will be linked with pay progression policy which will help drive improved performance	
<p>Planning Objective 1F: 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</p>	Director of Workforce & Organisational Development	Develop guidance to support colleagues to develop resources for use within the induction programme	<p>Complete</p> <p>2. On track to deliver by March 2023</p> <p>3. on track</p>	<p>Guidance has been produced in the form of a style guide to support colleagues to develop resources which has been adapted for all new training requests.</p> <p>In addition, a management local bite size training programme has been rolled out, proving managers the guidance and outlining the importance of an effective local induction programme.</p> <p>One policy is currently behind schedule due to sickness absence but review date is March 2023.</p> <p>Working through themed action plan to address key aspects of ER case management.</p>	Oct 2022

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
recommended to the Board in March 2023 for adoption		Implement revised Job Description and Person Specification template.	Behind	Phased action plan agreed. Implementation February 2023.	February 2023
		Streamline recruitment pathway for RN recruitment.	On track	<p>Centralised Pathway for Unscheduled Care Band 5 RNs in PPH and WGH. BGH and GGH will be centralised by end November 2022.</p> <p>In addition wrap around face to face training being provided for centralised panels including shortlisting, interview techniques and feedback to support Appointing Managers with the new person centred approach.</p>	
		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.	On track	Review complete for internal temporary recruitment. Surveys and focus groups complete as well as new temporary guidance drafted for Appointing Managers for interim internal temporary Expressions of Interest process, with internal advertising platform being developed. All ready to launch early August 2022 whilst recruitment modernisation pathway being developed. Permanent recruitment talent management and succession	

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
				planning being scoped as part of the recruitment modernisation pathway.	
		Wider engagement with key stakeholders to develop proposal for changes to policies, processes and approaches for recruitment. Use research findings from initial discovery stage to inform proposed way forward.	On track	Wider engagement with key stakeholders (internal and external) complete as per Recruitment Discovery Report to inform recruitment modernisation pathway.	
		Develop implementation plan to deliver revised practices and policies to an agreed roll out schedule to be completed by March 2023	On track	As detailed in the Recruitment Discovery Report.	
Planning Objective 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	Director of Workforce & Organisational Development	A Task & Finish Group for the nursing retention work is established. This is aimed to reduce nursing turnover by 1% by April 2023.	On track	Established and meets fortnightly with an agreed workplan. Turnover reported on an All Wales basis (not including churn between Health Boards) demonstrates a lower rate of turnover for Hywel Dda in contrast with the other larger Health Boards. Reduction seen to October 2021 in comparison with other larger Health Boards.	
		Good start to work: Enable access for all		Signposting incorporated within the newly launched induction process.	

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
in the initial phase and achieve best in Wales as a minimum over its whole duration		New starters to Wellbeing resources [Planning Objective 1C]		Reinforced for ongoing employment through the <i>Hapi App</i> and the Making a Difference programme	
		Best practice and theory review to consider retention of staff and increased engagement	Complete	Best practice guides being used to inform the workplan for the T&F group	
		local flexibilities to support staff retention	On Track	Staff and is also enabling us to engagement with staff around key benefits or indeed areas of concern such as financial wellbeing.	
		Good day at work: review of national terms and conditions and the use of	Complete	A financial wellbeing plan has been shaped and is being progressed. Our <i>Hapi App</i> enabled access to a much wider benefits package for our	
Planning Objective 3A: Over the next 3 years (with 2022/23 being year 1) implement a quality management system which uses improving together as a delivery vehicle. This will support and drive quality and performance across the organisation aligned to our strategic objectives and Board Assurance Framework outcomes. The system will embed an improvement approach, including quality and performance, and will be clear on expectations and accountability	Director of Finance	Develop our communications and engagement for the Quality Management System and its delivery vehicle Improving Together	On track	<ul style="list-style-type: none"> A draft document has been produced which describes the Quality Management strategic framework and the Boards approach, structure and tools provided to empower staff to lead and deliver services that meet quality and safety expectations and standards. The intention is that the overarching document will be located on the Improving Together SharePoint, clearly identifying the links with improving together We are developing a SharePoint for Improving Together. This will function as a central repository for the links and information 	

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
arrangements from Board to all Health Board teams. It will also include the development of a culture of continuous improvement and the systems and tools needed to support such a culture. The aim will be to motivate and support colleagues at all levels to strive for excellence.				<p>associated with Improving Together. We are hoping that this will be launched in the Autumn.</p> <ul style="list-style-type: none"> Transforming Urgent and Emergency Care programme is going to embed the principles of Improving Together. We will develop further communication and engagement material as part of that programme of work. 	
Planning Objective 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 and improvement targets (see specific requirement 3.G.i).	Medical Director	Opening of new Clinical Research Facilities	Complete	This action is complete	
Planning Objective 3H: By March 2023 establish a process to gather and disseminate learning from the delivery of all Planning Objectives as part of the organisation's formal governance systems with equal importance placed on this as is placed on risk	Board Secretary	Develop a quarterly Outcomes Measures Development Working Group	New Plan on a Page received with new actions	A revised Plan On A Page has been received for this Planning Objective and therefore the actions have been updated. We will monitor the new actions for this Planning Objective within the quarters in which they fall.	

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
<p>management and assurance. This learning will come from both within the organisation as it implements objectives and from our local population in their experience of the services delivered as a result of the objective being achieved</p>					
<p>Planning Objective 4G: Over the period 2022/23 - 2024/25 implement the Health Board's "Healthy Weight: Healthy Wales" plan, undertake an evaluation of the impact and in light of this learning, by September 2024 develop a refreshed plan for the following 3 year planning cycle</p>	<p>Director of Public Health</p>	<p>Increase the accessibility of weight management services by introducing self-referral routes into level 2 and 3 services alongside the development of a communication strategy</p>	<p>On track</p>	<ul style="list-style-type: none"> • Self-referral into the weight management service (WMS) has been available since March 2022 via the HDUHB internet site. • The communication strategy has been developed but only a 'soft launch' of the self-referral option has been conducted so far with limited advertisement to the public. The reason for this is that the service currently has significant waiting time pressures and is working through a waiting time recovery plan with the aim to have reduced the waiting times to within the 14 week target by October 2022. • At this point we will progress our communication strategy and promote self-referral as the preferred option into the WMS 	

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
<p>Planning Objective 4N Create and implement a process in partnership with local authorities, PSBs and other stakeholders that engages and involves representatives of every aspect of the food system. This will include growers, producers, distributors, sellers, those involved in preparation and the provision of advice to individuals & organisations and thought leaders in this field. The aim is to identify opportunities to optimise the food system as a key determinant of wellbeing. The opportunities identified will then need to be developed into proposed planning objectives for the Board and local partners for implementation from April 2023 at the latest</p>	Medical Director	Compile and communicate with partners a report that demonstrates positive examples of action that has optimised the food system	On track	<ul style="list-style-type: none"> • The draft Feasibility Study was presented to stakeholders in April 2022 and reviewed and revised accordingly. • The reviewing group agreed to the formation of a Food Systems Action Group, aligned to the governance structure for PO 4L. 	
<p>Planning Objective 5J To develop and implement a four year 6 UEC Goals Programme Plan for the Health Board that will implement an integrated 24/7 urgent and emergency care model.</p>	Director of Primary Care, Community and Long Term Care	Launch of the Hywel Dda 6 Goals Urgent Emergency Care Programme	Complete	A launch event for this programme took place on 16-6-22. A project governance mechanism has been set up to support this project.	

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
<p>The Programme will oversee the development of a strategy and implementation of best practice for our frail population to ensure optimal outcomes for this vulnerable group are achieved.</p>					
<p>Planning Objective 5G Implement the remaining elements of the Transforming MH & develop and implement a Transforming LD strategy in line with “Improving Lives, Improving Care” over the next 3 years and also develop and implement a plan for Transforming specialist child and adolescent health services (CAMHS) and autistic spectrum disorder and ADHD</p>	<p>Director of Operations</p>	<p>Fully implement the Mental Health Single Point of Contact via the National 111 Service 24/7.</p>	<p>On track</p>	<ul style="list-style-type: none"> • Since 20th June 2022 the service is available 7 days a week from 09.00am to 11.30pm. It is available to any individual of any age residing within the Health Board footprint of Ceredigion, Carmarthenshire and Pembrokeshire. This includes anyone visiting the area, including those who may be homeless or living in temporary accommodation. It is an open access all age telephone triage service which is accessed via the national 111 call line, by selecting Option 2. • To date there has been very positive feedback from service users and partner agencies such as GP and Police colleagues. There will be a phased approach to 24/7 operating hours throughout the summer period as additional staff are recruited and onboarded. 	

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
<p>Planning Objective 5C By March 2026, produce and agree final business cases in line with the vision and design assumptions set out in 'A Healthier Mid and West Wales' for:</p> <ul style="list-style-type: none"> • the repurposing or new build of GGH and WGH • implementation of a new urgent and planned care hospital (with architectural separation between them) within the zone of Narberth and St Clears • Work with partners to develop and address access, travel, transport and the necessary infrastructure to support the service configuration taking into account the learning from the COVID pandemic (See specific requirements 5ci, 5cii) • Develop plans for all other infrastructure requirements in support 	<p>Director of Strategic Developments and Operational Planning</p>	<p>Welsh Government endorsement of the Programme Business Case following scrutiny process</p>	<p>Behind</p>	<ul style="list-style-type: none"> • Programme Business Case submitted to WG in February 2022. • Scrutiny comment from WG received and responded to by end April 2022. • Presentation to Infrastructure Investment Board 27th May 2022. • Land selection process has been undertaken by 4 appraisal workstreams <ul style="list-style-type: none"> ○ Technical ○ Clinical ○ Workforce ○ Financial and Economic The outputs of this process will be reported to the Board on 4th August 2022 and the Board will consider and recommend the next steps in this process. • Transport analysis has supported the appraisal workstreams and will help form the basis for the development of the transport strategy. • Progress on Community Infrastructure business cases with Cross Hands Outline Business Case approved by Board in May 2022 and submitted to WG 31st May 2022. Scrutiny comments have been received from WG and 	<p>Timeline will be revised once confirmation of next steps received from WG</p>

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
<p>of the health and care strategy.</p> <ul style="list-style-type: none"> 5c i - ensure the new hospital uses digital opportunities to support its aims to minimise the need for travel, maximise the quality and safety of care and deliver the shortest, clinically appropriate lengths of stay. 5cii - Implement the requirements of 'My charter' to involve people with a learning disability in our future service design and delivery 5ciii - Incorporate Biophilic Design Principles, learning from the best in the world, into the design of the new hospital and the repurposing of GGH and WGH 				<p>the UHB are in the process of responding.</p> <p>The Programme timeline submitted in the PBC was predicated on WG endorsement at the end of May 2022. This was the subject of a cabinet discussion in July 2022. The UHB are awaiting formal response from this discussion.</p>	
<p>Planning Objective 6G: By first quarter 2022/23 develop and seek Board endorsement for a strategic roadmap to respond to the Welsh Government ambition for NHS Wales to</p>	<p>Director of Strategic Developments and Operational Planning</p>	<p>Identify alternative sources of single use products to ensure reuse, recycling or other sustainable methods of usage</p>	<p>On track</p>	<p>The Decarbonisation Delivery Plan is developed and final draft signed off, pending Carbon Trust final review and formal submission; An update provided to the Decarbonisation Task & Finish</p>	

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
<p>contribute towards a public sector wide net zero target by 2030. The Health Board will set out a work programme and implement this plan to meet the targets established in the NHS Wales Decarbonisation Strategic Delivery Plan in the areas of carbon management, buildings, transport, procurement, estate planning and land use, and its approach to healthcare including promoting clinical sustainability. Where feasible through the opportunities presented via the Health Boards transformation journey it will look to exceed targets and establish best practice models and pilots, as exemplars for the NHS and wider public sector. The overall aim will be to reduce the Health Board's carbon footprint by at least 34% by 2030 to support the wider public sector ambition to address the climate emergency</p>				<p>Group on the 16th June 2022, and to sign off – this was achieved; An update was provided to the Sustainable Resource Committee on the 28th June 2022 to provide assurance to the Committee on performance against the Planning Objective An Action Plan to be developed, setting out key actions and a 2 – 3 year delivery programme; Board endorsement on the strategic plan to be sought following SRC feedback, scheduled September 22;</p>	

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
GC#1 Bed Capacity – adherence with Welsh Government guidance	Director of Operations		On track	We have developed a Bed Capacity Model to support the development of the revised Annual Plan for July 2022. This work also ties in with Planning Objective 4Q and the national requirement to reduce bed capacity across Wales by 1,000 beds.	
GC#2 Mass vaccinations – continuation of roll-out	Director of Public Health	Our vaccination plan for delivery during 2022/23 is to ensure we are leaving no-one behind and we continue to offer vaccines to all our eligible population who have not completed their course or have never come forward	On track	The leave nobody behind is on track, we continue to invite the parents of the 5 to 11 year olds for their 1st or 2nd dose; invites are being sent out for the 12 to 17 year old at risk first boosters and the MVCs continue to ring people who have had their first but no other sequences of the vaccine to come forward for their vaccine. We will also adding some additional comms for people to come forward to us for any eligible sequences	

Annex 2: Quarter 2 actions to be monitored within the 2022/23 Annual Plan

Planning Objective (in the order they appear in the 2022/23 Annual Plan)	Executive Lead	Key Deliverable
GC#2 Mass vaccinations – continuation of roll-out	Director of Public Health	Our vaccination plan for delivery during 2022/23 is to ensure we are leaving no-one behind and we continue to offer vaccines to all our eligible

Planning Objective (in the order they appear in the 2022/23 Annual Plan)	Executive Lead	Key Deliverable
		population who have not completed their course or have never come forward
<p>Planning Objective 1E. During 2022/23 roll out the processes developed in 2021/22 to maintain personalised contact with all patients currently waiting for elective care which will:</p> <ol style="list-style-type: none"> 1. Keep them regularly informed of their current expected wait 2. Offer a single point of contact should they need to contact us 3. Provide advice on self-management options whilst waiting 4. Offer advice on what do to if their symptoms deteriorate 5. Establish a systematic approach to measuring harm – bringing together the clinically assessed harm and harm self-assessed by the patient and use this to inform waiting list prioritisation 6. Offer alternative treatment options if appropriate 7. Incorporate review and checking of patient consent <p>By the end of March 2023 to have this process in place for all patients waiting for elective care in the HB</p>	Director of Nursing, Quality and Experience	All existing elective care patients offered access to Waiting List Support
<p>Planning Objective 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.</p>	Director of Public Health (Temporarily re-assigned to the Director of Workforce and OD	Deliver bi-annual update reports to provide assurance that the Health Board actions is progressing actions to improve outcomes for unpaid Carers, aligned to the priorities of the regional Carers Strategy
<p>Planning Objective 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.</p>	Director of Public Health (Temporarily re-assigned to the Director of Workforce and OD)	<p>Capital Fundraising for Chemotherapy Unit at Bronglais General Hospital and access funding for construction of Hydrotherapy pool at Pentre Awel .</p> <p>Strengthen processes for gathering information and reporting the health board's action and progress against the Armed Forces Covenant and the requirements of the Duty</p>
<p>Planning Objective 4C To undertake an evaluation of the impact and benefits of the three WG supported Transformation Funds and ICF supported schemes in order to develop proposals, with LA partners for consideration and approval at the Regional Partnership Board by March 2023 for implementation from April 2024</p>	Director of Primary Care, Community and Long Term Care	The Health Board will contribute to establishing a Health and Social Carer Regional Integration Fund plan which will be approved through the Regional Partnership Board.
<p>Planning Objective 5C: Business Cases for A Healthier Mid and West Wales</p>	Director of Strategic Developments and	Opening of the new Day Surgery Unit at Prince Philip Hospital.

Planning Objective (in the order they appear in the 2022/23 Annual Plan)	Executive Lead	Key Deliverable
	Operational Planning	
<p>Planning Objective 1F: 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	Develop guidance to support colleagues to develop resources for use within the induction programme
<p>Planning Objective 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</p>	Director of Workforce and OD	Bi-monthly presentation of workforce measures
<p>Planning Objective 2H. Continue to deliver the Internal Coaching Network for cohorts 2 & 3, to ensure an adequate supply of capable leaders is available</p>	Director of Workforce and OD	
<p>Planning Objective 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.</p>	Director of Workforce and OD	A Staff Experience and Engagement Improvement programme for the next 12 months is produced
<p>Planning Objective 3L By March 2023 to undertake a review of the existing security arrangements within the Health Board with particular reference to strengthening the following areas:</p> <ul style="list-style-type: none"> • Physical Security • Automated locks • CCTV • Access Control Systems • Intruder Alarms • Communication Systems • Human Factors • Patient and Staff Personal Property • Local Management and staff ownership <p>Once completed, develop a plan to address any issues identified for Board approval and delivery in 2023/24 at the latest.</p>	Director of Nursing, Quality and Experience	Maximise opportunities from existing systems of CCTV and Access Control

Planning Objective (in the order they appear in the 2022/23 Annual Plan)	Executive Lead	Key Deliverable
<p>Planning Objective 3M. By March 2023, develop a comprehensive communication plan for the next 3 years to evolve our branding, deepen our links to our staff, build organisational confidence, and communicate honestly, transparently and effectively with our patients and local population. This should include widening the tools and channels at our disposal. Subject to Board approval in March 2023, begin implementation from April 2023.</p>	<p>Director of Communications</p>	<p>Communication plans both strategic and tactical to be developed and tested as part of Emergency response to incidents</p>
<p>Planning Objective 3M. By March 2023, develop a comprehensive communication plan for the next 3 years to evolve our branding, deepen our links to our staff, build organisational confidence, and communicate honestly, transparently and effectively with our patients and local population. This should include widening the tools and channels at our disposal. Subject to Board approval in March 2023, begin implementation from April 2023.</p>	<p>Director of Communications</p>	<p>Launch our new Hywel Dda intranet pages to enhance our employee's access to information and resources</p>
<p>Planning Objective 4K. By March 2023, arrange a facilitated discussion at Board which is aimed at agreeing our approach to reducing Health Inequalities. This must include an analysis of current health inequalities, trends and causes, potential options to address the inequalities (e.g. Allocate disproportionate resource to the most disadvantaged or by "Proportionate Universalism") and identify tools and interventions aimed at addressing the causes. Develop specific planning objectives by September 2023 in preparation for implementation in 2024/5.</p>	<p>Director of Public Health</p>	<p>Develop a process to measure and evaluate the outcomes of the Community Development Outreach Team support to individuals and communities to understand what support has the greatest impact</p>
<p>Planning Objective 4C. To undertake an evaluation of the impact and benefits of the three WG supported Transformation Funds and ICF supported schemes in order to develop proposals, with LA partners for consideration and approval at the Regional Partnership Board by March 2023 for implementation from April 2024</p>	<p>Director of Primary Care, Community and Long Term Care</p>	<p>The Health Board will contribute to establishing a Health and Social Carer Regional Integration Fund plan which will be approved through RPB</p>
<p>Planning Objective 4L Design and implement a process that continuously generates new proposals that can be developed into planning objectives aimed at constantly moving us towards a comprehensive "social model for health and wellbeing" and cohesive and resilient communities. The process needs to involve our local population as well as a diverse set of thought and system leaders from across society</p>	<p>Medical Director</p>	<p>In partnership and with agreement with stakeholders, based on all academic, thematic and engagement work to date produce a Social Model for Health and Wellbeing (SMfHW) Process Report that articulates how we move the system towards a SMfHW</p>
<p>Planning Objective 4T. By March 2023, implement and embed our approach to continuous engagement through:</p> <ul style="list-style-type: none"> • Upskilling staff on continuous engagement through bespoke training and the introduction of a new continuous engagement toolkit, with the aim of achieving a deeper understanding of how continuous engagement can have a direct impact on HDdUHB's business success • Implementing structures and mechanisms (such as advisory groups, platforms and channels for communication) that support continuous engagement 	<p>Director of Strategic Developments and Operational Planning</p>	<p>Agree a process for monitoring and evaluating continuous engagement with seldom heard groups and individuals with protected characteristics</p>

Planning Objective (in the order they appear in the 2022/23 Annual Plan)	Executive Lead	Key Deliverable
Aligning to the Regional Partnership Board's (RPB) framework for continuous engagement, maximising on existing assets and resources within our communities		
<p>Planning Objective 6H. By March 2023 develop a Social Value that outlines our collective ambition and vision for Social Value, incorporating a clear action plan and measures for progress. An umbrella strategy comprising:</p> <ul style="list-style-type: none"> • Social Value (Intelligence): determine the communities which have the greatest need(s) and co-ordinate efforts across the Health Board • Public Health (Intelligence): assess the assets within those communities, develop high impact proposals and encourage delivery within those communities • Procurement: local sourcing in support of the foundational economy • Workforce: supporting those from our most deprived communities • Facilities & Estates (Carbon): measuring our carbon footprint and pointing to areas of greatest impact for decarbonisation measures • Facilities & Estates (Physical Assets): extracting social value from our physical estate through initiatives spanning usage, maintenance, design and build <p>By August 2022 establishing a Social Value Community of Practice to provide a focus and momentum for delivery across these delegated workstreams</p>	Director of Finance	Develop an overarching Social Value strategy and action plan