

**HWEL 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	EOY April 2025
				<i>DEADLINE</i> 2 April 2024	7 June 2024	9 Aug 2024	11 Oct 2024	29 Nov 2024	7 Feb 2025	TBC
GOVERNANCE AND RISK										
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 Timelines	Jo Wilson	Karen Richardson						✓		
Self-Assessment of Committee Effectiveness: Outcome	Jo Wilson	Karen Richardson		D	✓					✓
Self-Assessment 6 Month Review Due								✓		
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			✓		✓		✓	
POPULATION HEALTH, PRIMARY & COMMUNITY										
Community and Long Term Care Quarterly Service Report	Jill Paterson	Julia McCarthy			✓		✓		✓	
<i>PO7 – Primary Care and Community Strategic Plan</i> <i>Formerly 7b Integrated Localities</i> <i>To include:</i> <i>National CHC Framework 2021</i> <i>RPB Population Needs Assessment</i> <i>Social Services and Well-being (Wales) Act 2014 (SSWBA)</i> <i>(Covered in Cluster and Pan-Cluster work)</i> <i>(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> <i>Formerly 7a Population Health; 7c Social Model for Health and Wellbeing</i> <i>To include:</i>	Ardiana Gjini	Megan Harris			✓		✓		✓	

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Vaccination Programme for Prevention and Respo4se Plan: 2023/24: Update 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 Julia Chambers					✓				
PERFORMANCE & DELIVERY											
Integrated Performance Assurance Report* (available working day 12)	Huw Thomas/EDs	Mandi Chesterman			✓	✓	✓	✓	✓	✓	✓
PO3 – Transforming Urgent and Emergency Care Programme <i>Formerly 3a Transforming Urgent and Emergency Care programme</i>	Andrew Carruthers	Keith Jones Alison Bishop		Ministerial Measure		✓		✓		✓	
PO4 - Planned Care (incl cancer, diagnostics and therapies performance) <i>Formerly 4a Planned Care and Cancer Recovery; 4b Regional Diagnostics Plan</i>	Andrew Carruthers	Planned Care Keith Jones Amorelle Jones Steph Hire	Cancer Keith Jones Steph Hire Debra Bennett	Ministerial Measure	✓		✓		✓		
PO5 – Mental Health and CAHMS <i>Formerly 4c Mental Health Recovery Plan</i>	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							✓		
PLANNING & PARTNERSHIPS											
Targeted Intervention and Annual Plan 2024/25 update: including PO Update Report	Lee Davies	Shaun Ayers Dan Warm			✓	✓	✓	✓	✓	✓	✓
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 & Sustainability</i>	Lee Davies	Paul Williams Clare Emmanuel/ Rob Elliott					✓		✓		
CAPITAL AND ESTATES											
Capital Sub-Committee Terms of Reference	Lee Davies	Eldeg Rosser Clare Emanuel							✓		

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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								
Cross Hands Health and Wellbeing Centre FBC	Lee Davies	Eldeg Rosser		✓		✓				
SARC BJC	Lee Davies	Eldeg Rosser		D	✓					
Planning in Partnership: Regional Integration Fund Update	Jill Paterson	Linda Jones						✓		
ARCH Update	Lee Davies	Sion Charles			✓		✓		✓	
FOR APPROVAL										
Corporate Policies	Lee Davies			✓	✓	✓	✓	✓	✓	✓
534 Patient Access Policy (from Watchtower group) (See CJ email of 23 05 2024)		Christine James Steph Hire Amorell Jones				✓				
FOR INFORMATION										
SDODC Work Programme 2024/25	Chair	CSO		✓	✓	✓	✓	✓	✓	✓
ONE-OFF MATTERS										
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			✓				
ADMINISTRATION										
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		✓	✓	✓	✓	✓	✓	

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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
Value and sustainability					
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 2b Continue to strive to be an employer of choice 2c Develop and maintain an overarching workforce, OD and partnerships plan	<ul style="list-style-type: none"> 1F: HR offer (induction, policies, employee relations, access to training) 2D: Clinical Education Plan 2J: "Future Shot" Leadership Programmes 1H: "Making a Difference" Customer Service programme 2A: Regional Carers Strategy response 2B: Strategic Equality Plan and Objectives establishment 2K: organisational listening, learning and cultural humility 2L: Staff engagement strategic plan 4I: Armed Forces Covenant 2I: integrated Occupational Health & Staff psychological wellbeing offer 1G: OD Relationship Manager rollout
PO 2: Financial recovery and roadmap	Statutory duty	6: Sustainable use of our resources	SRC	6b Pathways and Value Based Healthcare 8b Local Economic and Social Impact 8c Financial Roadmap	<ul style="list-style-type: none"> 6B: Value improvement and income opportunity 6D: Value Based Healthcare and Patient Reported Outcome Programme 6H: Supply chain analysis 6I: Interim Budget 2022/23 6L: workforce, clinical service and financial sustainability
Quality and performance					
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"> 4P: Recovery and Rehabilitation Service 4Q: Community Care Support to reduce non-elective acute bed capacity 5A: NHS Wales Delivery Framework Targets 5B: Local Performance Targets 5J: 24/7 emergency care model for Community and Primary Care
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 4b Regional Diagnostics Plan	<ul style="list-style-type: none"> 1B: Single Point of Contact 1E: Personalised care for patients waiting 5A: NHS Wales Delivery Framework Targets 5B: Local Performance Targets 5F: Bronglais Strategy 5N: Implement National Network and Joint Committee Plans 6K: Design Assumptions 5F: Bronglais Strategy
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"> 5G: Transforming Mental Health and LD implementation
A Healthier Mid and West Wales					
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"> 5F: Bronglais Strategy 5O: Fragile Services
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"> 3I: Primary Care Contract Reform 4C: Transformation fund schemes 5H: Integrated locality plans 5T: Complex health and care needs
	Estate fragilities	6: Sustainable use of our resources	SDODC	5a Estates Strategies	<ul style="list-style-type: none"> 5C: Business Case for A Healthier Mid and West Wales

2024/25 POs		SOs		2023/24 POs	2022/23 POs
Value and sustainability					
PO 8: A Healthier Mid and West Wales infrastructure				8a Decarbonisation & Sustainability	<ul style="list-style-type: none"> 5U: Community and non-clinical estates strategy 4R: Green Health and Sustainability 6G: Decarbonisation and green initiatives plan
PO 9: Digital strategic plan	Critical enabler	6: Sustainable use of our resources	SRC	5c Digital Strategy	<ul style="list-style-type: none"> 3E: Business intelligence and modelling 5M: Implementation of clinical and all Wales IT systems 5R: Digital Inclusion 6M: Cyber Security Framework 6N: Intelligent Automation
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"> 4A: Public Health Delivery Targets 4B: Public Health Local Performance Targets 4D: Public Health Screening 4G: Healthy Weight: Healthy Wales 4H: emergency planning and civil contingencies 4J: Regional Well-being Plans 4K: Health Inequalities 4M: Health Protection 4S: Improvement in Population Health 4V: One Health 4W: Whole School Approach to Mental Health and Emotional Wellbeing
				7c Social Model for Health and Wellbeing	<ul style="list-style-type: none"> 4L: Social Model for Health and Wellbeing 4N: Food Systems 4U: Community proposals for place-based action
	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"> 3C: Quality and Engagement Requirements 5X: Quality Management System
				5b Research and innovation	<ul style="list-style-type: none"> 3G Research and Innovation
				6c Continuous Engagement	<ul style="list-style-type: none"> 3J: AHM&WW Communications Plan 3M: UHB Communications Plan 4T: Continuous engagement implementation
				8d Welsh Language and Culture	<ul style="list-style-type: none"> 3N: Welsh Language
				Business as usual POs (not taken forward from 2022/23 into 2023/24)	<ul style="list-style-type: none"> 1A: NHS Delivery Framework targets 1I: Family Liaison Service rollout 2E: Evidencing impact of charitable funds 2M: Arts in Health Programme development 3A: Improving Together 3L: Review of existing security arrangements 3H: Planning Objective Delivery Learning 5I: Children and young people services improvement 5K Clinical effectiveness self-assessment process 5P: Market Stability Statement 5Q: Asthma pathway 5S: Palliative Care and End of Life Care Strategy 5V: IMTP and Operational Planning 5W: Liberty Protection Safeguards