

**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	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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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					✓			✓	
WBFV Wellbeing Objectives Annual Report	Ardiana Gjini			CM email of 23 July 2024 refers.				✓			
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				✓		✓		✓	
A Healthier Mid and West Wales Update							✓		✓		
CAPITAL AND ESTATES											

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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								
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)	Andrew Carruthers	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			✓				
Regional Orthopaedics Model			Action from June 2024 SDODC			✓				
Public Health Return on Investment: Smoking Drugs and Alcohol	Ardiana Gjini	Bethan Lewis	Action from June 2024 SDODC			✓				
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		✓	✓	✓	✓	✓	✓	

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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
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	• 1F: HR offer (induction, policies, employee relations, access to training)
				1b Develop career progression opportunities	• 2D: Clinical Education Plan • 2J: "Future Shot" Leadership Programmes
				2a Engage with and listen to our people	• 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
				2b Continue to strive to be an employer of choice	• 2I: integrated Occupational Health & Staff psychological wellbeing offer
				2c Develop and maintain an overarching workforce, OD and partnerships plan	• 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	• 6B: Value improvement and income opportunity • 6D: Value Based Healthcare and Patient Reported Outcome Programme
				8b Local Economic and Social Impact	• 6H: Supply chain analysis
				8c Financial Roadmap	• 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	• 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	• 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
				4b Regional Diagnostics Plan	• 5F: Bronglais Strategy
PO 5: Mental health and CAHMS	Ministerial priority	5: Safe, sustainable, accessible and kind care	SDODC	4c Mental Health Recovery Plan	• 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	• 5F: Bronglais Strategy • 5O: Fragile Services

2024/25 POs		SOs		2023/24 POs	2022/23 POs
Value and sustainability					
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
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"> 5C: Business Case for A Healthier Mid and West Wales 5U: Community and non-clinical estates strategy
				8a Decarbonisation & Sustainability	<ul style="list-style-type: none"> 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