



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

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	26 August 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Planning - Planning Objectives Update
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Director of Strategic Development and Operational Planning
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	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

During the summer of 2020, between the first and second waves of the COVID-19 pandemic, the Health Board's (HB) Chief Executive led a piece of work to take stock of the decisions made by the Board over the past three years, progress to date in achieving the HB's strategic vision, and learning from the first wave of the pandemic.

Based upon this, the Board agreed a refreshed set of Strategic Objectives that set out the aims of the organisation *ie.* the horizon that the HB 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 paper provides the Strategic Development and Operational Delivery Committee (SDODC) with an update on the progress made in the development of the Planning Objectives under the Executive Leadership of the Director of Strategic Development and Operational Planning that are aligned to the Committee.

#### Cefndir / Background

As noted by the People, Planning, and Performance Assurance Committee (PPAC) at its meeting held on 24th June 2021, the Director of Strategic Development and Operational Planning holds a portfolio which includes the following Planning Objectives:

- 5.C Produce a final business case by March 2024 for the implementation of a new hospital in the south of the Hywel Dda area for the provision of urgent and planned care (with architectural separation between them). This will be on a site between Narberth and St Clears. Using the experience and change brought about by the COVID pandemic, the plan should be focused on minimising the need for patients and staff to attend and, for those who require overnight care, the shortest clinically appropriate length of stay.
- 5.D Produce and agree the final business case by March 2024 for the repurposing of the GGH and WGH sites in line with the strategy published in November 2018.

- 5.E With relevant partners, develop a plan by 2024 to address access, travel, transport and the necessary infrastructure to support the new hospital configuration, taking into account the learning from the COVID pandemic.
- 6.G Develop a plan during 2021 and begin to implement in the next year, to make all Health Board services carbon neutral by 2030 and establish Green Health initiatives across the Health Board estate, building on the work currently underway. The aim will be to address the climate emergency at Health Board level, improve the natural environment and support the wellbeing of our staff and public.

Since June 2021, the following Planning Objective has moved to the portfolio of the Director of Strategic Development and Operational Planning:

- 2.C Review our capacity and capability for continuous engagement in light of COVID-19 and the ambitions set out in the continuous engagement strategy approved by Board in January 2019, and implement improvements over the next (1) year.

Additionally, since the recent revision of the Committee structures and the development of their terms of reference, Planning Objective 6.G will be reported to the Sustainable Resources Committee (SRC) rather than to SDODC.

### Asesiad / Assessment

The table below provides SDODC with an update on each of the Planning Objectives noted in the previous section.

Planning Objective	Update
<p>2.C</p> <p>Review our capacity and capability for continuous engagement in light of COVID-19 and the ambitions set out in the continuous engagement strategy approved by Board in January 2019, and implement improvements over the next 1 year.</p>	<p>A work programme for this Planning Objective is currently under development. This includes:</p> <ul style="list-style-type: none"> <li>• A review of Team structure</li> <li>• Capacity building across the organisation</li> <li>• Structures supporting engagement – Stakeholder Reference Group (SRG)</li> <li>• Structures supporting engagement – Voices of Children and Young People (VCYP)</li> <li>• Structures supporting engagement – improving the use of feedback from different sources</li> <li>• Structures supporting engagement – Community of Practice</li> <li>• Engagement mechanisms</li> <li>• Staff management</li> <li>• Financial management</li> </ul> <p>Detail on these areas of work can be found in the appendix.</p>
<p>5.C</p> <p>Produce a final business case by March 2024 for the implementation of a new hospital in the south of the Hywel Dda area for the provision of urgent</p>	<p>Development of Programme Business Case (PBC) in support of the Health and Care Strategy A <i>Heathier Mid and West Wales</i>, underway for submission in Q3. Establishment of Land Team</p>

and planned care (with architectural separation between them). This will be on a site between Narberth and St Clears. Using the experience and change brought about by the COVID pandemic, the plan should be focused on minimising the need for patients and staff to attend and, for those who require overnight care, the shortest clinically appropriate length of stay.	and work programme to evaluate shortlist of sites by June 2022. A high level Programme timeline is being produced for consideration at the Programme Group in support of the target date of March 2024 for the production of full business cases.
5.D Produce and agree the final business case by March 2024 for the repurposing of the Glangwili and Withybush General Hospital sites in line with the strategy published in November 2018.	Development of Programme Business Case in support of Health and Care Strategy <i>A Heathier Mid and West Wales</i> , underway for submission in Q3. A high level Programme timeline is being produced for consideration at the Programme Group in support of the target date of March 2024 for the production of full business cases.
5.E With relevant partners, develop a plan by 2024 to address access, travel, transport and the necessary infrastructure to support the new hospital configuration, taking into account the learning from the COVID pandemic.	This forms part of the Programme Business Case in support of the Health and Care Strategy <i>A Heathier Mid and West Wales</i> , underway for submission in Q3. A high level Programme timeline is being produced for consideration at the Programme Group in support of the target date of March 2024 for the production of full business cases.
6.G To develop a plan during 2021/22 and begin implementation within the next 3 years to make all Health Board services carbon neutral by 2030 and establish Green Health initiatives across the Health Board estate, building on the work currently underway. The aim will be to address the climate emergency at Health Board level, improve the natural environment and support the wellbeing of our staff and public.	This Planning Objective is now reported to the Sustainable Resources Committee (SRC) rather than to SDODC.

#### **Argymhelliad / Recommendation**

SDODC is asked to receive an assurance on the current position in regard to the progress of the Planning Objectives under the Executive Leadership of the Director of Strategic Development and Operational Planning that are aligned to the Strategic Development and Operational Delivery Committee.

<b>Amcanion: (rhaid cwblhau)</b> <b>Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 To receive an assurance on delivery against all relevant Planning Objectives falling in the main under Strategic Objectives 4 ( <i>The best health and wellbeing for our individuals, families and our communities</i> ) and 5 ( <i>Safe, sustainable, accessible and kind care</i> ), in accordance with the Board approved timescales, as set out in HDdUHB's Annual Plan.
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 Llesiant BIP: UHB Well-being Objectives:	9. All HDdUHB Well-being Objectives apply

<b>Gwybodaeth Ychwanegol:</b> <b>Further Information:</b>	
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 Termau: Glossary of Terms:	Explanation of terms is included within the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee:	Public Board - September 2020

<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	Any financial impacts and considerations are identified in the report
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	Any issues are identified in the report
<b>Gweithlu:</b> <b>Workforce:</b>	Any issues are identified in the report
<b>Risg:</b> <b>Risk:</b>	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.

<b>Cyfreithiol: Legal:</b>	Any issues are identified in the report
<b>Enw Da: Reputational:</b>	Any issues are identified in the report
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Not applicable

## Appendix – Detail of Work Programme to support Planning Objective 2.C

Service Objective	Expected outcome	Target date (Quarters)
<b>Review of team structure</b> Review the capacity of the team based on the delivery of the strategic and planning objectives and the engagement required over the coming years.	The requirement for an additional post of a Band 6 to support the delivery of the Programme Business Case and strategy work has been identified and confirmed as necessary.	Q1
	Recruitment to the Band 6 post.	Q2/3
<b>Capacity building across the organisation</b> <ul style="list-style-type: none"> <li>Analyse the training needs of the team, identify any further training required and completion of the training to maintain expert advice status within the organisation.</li> <li>Develop a mechanism to record number of people trained and evaluation of the training.</li> <li>Implement a single point of contact for engagement advice within each county.</li> <li>Develop and implement a plan to raise awareness of who to contact within hospital and community services and test the effectiveness of the approach.</li> <li>Create continuous engagement modules that fit within existing training provided within the organisation (e.g. New Consultants Training, STAR, Managers Passport) to improve the awareness and skills of staff.</li> </ul>	Team members maintain their Certificate of Professional Development / Advanced Practitioner status.	Q2
	Named contact identified for each county.	Q1
	Awareness raising plan is delivered and requests for advice, guidance and support are monitored to test if the approach has worked or if further work is required	Q3/4
	Modules will raise awareness of the need to: <ul style="list-style-type: none"> <li>Undertake engagement around service change and improvement.</li> <li>Use the Joint Framework pro-forma when sharing service changes with the Community Health Council for consideration.</li> <li>Liaise with the named engagement contact for each county for advice, guidance and support.</li> </ul>	Q3/4
<b>Structures supporting engagement – Stakeholder Reference Group (SRG)</b> Create a work-plan for the Stakeholder Reference Group that is aligned to influence key work of the Health Board including the Health Board's Recovery Plan, 3 Year Plan and engagement.	The work-plan is developed and monitored throughout the year.	Q2
	Evidence of the influence and advice of the SRG is visible through the recommendations provided to Board.	Q2-4
<b>Structures supporting engagement – Voices of Children and Young People (VCYP)</b> <ul style="list-style-type: none"> <li>Develop a Rights of the Child Charter in partnership with Dyfed Powys Police, The Office of the Police and Crime Commissioner</li> </ul>	Charter is developed and signed off by Board	Q2-3
	Standards are signed off by Board	Q2-3
	The matrix will help identify key priorities to progress to further embed the rights of children and young people across the organisation. The use of these to	Q3-4

<p>and Mid and West Fire and Rescue Service.</p> <ul style="list-style-type: none"> <li>• Organisational adoption of the Children and Young People's national participation standards.</li> <li>• Completion of the Children's Commissioner 'Right Way – A Children's Rights Approach Matrix for Professionals working with children and young people' to identify future actions and opportunities to embed the rights of the child across the organisation.</li> </ul>	<p>develop a plan will be useful to demonstrate progress.</p>	
<p><b>Structures supporting engagement – improving the use of feedback from different sources</b></p> <p>Create a group to determine the most effective way to triangulate feedback from across the organisation and utilise this to support service improvement, pathway development etc.</p>	<p>Triangulation of feedback from across the organisation in key areas to include:</p> <ul style="list-style-type: none"> <li>- Communications</li> <li>- Corporate services</li> <li>- Diversity and Inclusion</li> <li>- Engagement</li> <li>- Patient Experience</li> <li>- Quality and Improvement</li> <li>- Workforce and OD</li> </ul>	Q2-4
<p><b>Structures supporting engagement – Community of Practice</b></p> <ul style="list-style-type: none"> <li>• Utilise the Regional Engagement Community of Practice to share learning and good practice engagement across the Hywel Dda area around the use of EngagementHQ and traditional engagement methods to improve standards of engagement.</li> <li>• Identify opportunities to share anonymised engagement feedback that can support the knowledge base of other partner organisations.</li> <li>• Create a process that enables partner organisations to raise awareness when they are likely to be undertaking engagement or consultation and identify opportunities when working in partnership around approaches which could be more effective.</li> </ul>	<p>Sessions to share learning and experiences of the use of digital engagement and more traditional methods during COVID to improve future activities.</p>	Q2-4
	<p>Smarter use of feedback to avoid asking the public the same questions and adding to 'consultation fatigue'.</p>	Q2-4
<p><b>Engagement mechanisms</b></p> <p>Manage and maintain key systems and processes to support continuous engagement across the organisation including:</p> <ul style="list-style-type: none"> <li>- Siarad Iechyd / Talking Health (involvement and engagement scheme with over 1,000 members)</li> </ul>	<p>Monitoring use of mechanisms and methods and analysis of effectiveness of approach to improve future engagement work.</p>	Q2-4
	<p>Differentiating between services which currently utilise systems and processes with new users to demonstrate extended reach and</p>	Q2-4

<ul style="list-style-type: none"> <li>- Tractivity (stakeholder management system with approx. 3,000 stakeholders)</li> <li>- Online engagement platform Dweud Eich Dweud / Have your say (EngagementHQ)</li> <li>- Traditional engagement methods including focus groups, workshops, world café, etc.</li> </ul> <p>The effective functioning of these systems will enable and support teams/ services/ projects/ programmes to deliver engagement activities to inform service change and improvement.</p>	<p>knowledge of engagement across the organisation.</p>	
<p><b>Staff management</b> Effective team management evidenced through:</p> <ul style="list-style-type: none"> <li>- Regular 1-2-1 sessions</li> <li>- Up to date mandatory training</li> <li>- Completion of six monthly reviews and annual PADRs.</li> </ul>	<p>Achievement of organisational targets around staff management. Acknowledgement of the work and skills of team members to ensure team is valued and their worth is recognised.</p>	<p>Q2-4</p>
<p><b>Financial management</b> Effective financial management evidenced through:</p> <ul style="list-style-type: none"> <li>- Monitoring of budget</li> <li>- Effective management of spend.</li> </ul>	<p>Achievement of organisational targets around financial management. Demonstration of prudent use of public monies is important.</p>	<p>Q2-4</p>