

PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	10 November 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Planning Objectives Update
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance Lee Davies, Director of Strategic Development and Operational Planning Phil Kloer, Medical Director
SWYDDOG ADRODD: REPORTING OFFICER:	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

A revised set of Planning Objectives has now been incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2022/25 that set out the aims of the organisation, *i.e.* the horizon that HDdUHB 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 is to provide the Sustainable Resources Committee (SRC) with an update on the progress made in the development (delivery) of the Planning Objectives under the Executive Leadership of the following Directors that are aligned to this Committee, for onward assurance to the Board:

- Director of Finance
- Director of Strategic Development and Operational Planning
- Medical Director

Cefndir / Background

This report is presented as an update to demonstrate where progress has been made in delivering those Planning Objectives aligned to the Sustainable Resources Committee.

Asesiad / Assessment

The document, attached at Appendix 1, provides an update on each of the Planning Objectives aligned to the Sustainable Resources Committee, identifying their current status, whether these are achieving/not achieving against their key deliverables, together with a summary of progress to date.

A summary of this information is set out below:

Planning Objectives	Lead Executive	Status	If Planning Objective is 'behind'	Date of next Planning Objective 'deep-dive' by Committee
5M	Director of Finance	On-track	Not applicable (N/A)	December 2022
5R		On-track	N/A	February 2023
6B		On-track	N/A	TBC – last deep-dive received August 2022
6H		On-track	N/A	February 2023
6I		Complete	N/A	February 2023
6L		On-track	N/A	November 2022
6M		On-track	N/A	TBC – last deep-dive received June 2022
6N		On-track	N/A	December 2022
6G	Director of Strategic Developments and Operational Planning	On-track	N/A	TBC – last deep-dive received June 2022
6D	Medical Director	On-track	N/A	October 2022

Argymhelliad / Recommendation

The Committee is requested to receive assurance on the current position in regard to the progress of the Planning Objectives aligned to the Sustainable Resources Committee, in order to provide onward assurance to the Board where Planning Objectives are progressing and are on target, and to raise any concerns where Planning Objectives are identified as behind in their status and/or not achieving against their key deliverables.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.1 To receive an assurance on delivery against all Planning Objectives aligned to the Committee.
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:	5. Safe sustainable, accessible and kind care 6. Sustainable use of resources
Amcanion Cynllunio Planning Objectives	6B Value improvement and income opportunity 6F VBHC costing programme 6G_22 Decarbonisation and green initiatives plan 6I_22 Cyber Security Framework
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:	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 Termiau: Glossary of Terms:	Explanation of terms is included within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Public Board - September 2020 Executive Team

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any financial impacts and considerations are identified in the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report
Gweithlu: Workforce:	Any issues are identified in the report
Risg: Risk:	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.
Cyfreithiol: Legal:	Any issues are identified in the report
Enw Da: Reputational:	Any issues are identified in the report
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

APPENDIX 1 – Update of Planning Objectives aligned to Sustainable Resources Committee as of November 2022

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Current Status of achieving PO within Completion Date	<ul style="list-style-type: none"> • Summary of Progress to date (including barriers to delivery) • For actions behind schedule, please provide an explanation • For actions behind schedule, what quarter will these now be achieved
5M	By March 2025 implement the existing national requirements in relation to clinical and other all-Wales IT systems within expected national timescales (see the specific requirements 5.M.i). Develop a plan to progress to Level 5 of the 7 Levels of the Healthcare Information and Management Systems Society (HIMSS) maturity matrix (currently the HB is at level 3).	Director of Finance	31/3/2025	On-track	<ul style="list-style-type: none"> • The Health Board is currently on the most recent release versions of Welsh Patient Administration System (WPAS), Welsh Clinical Portal (WCP) & Welsh Nursing Care Record (WNCR), and preparing for upgrades to future versions where appropriate. • Electronic Prescribing and Medicines Administration (E-PMA) Project funding has been secured to enable the discovery and development phase to commence, this will be from October 2022 - April 2024. Rollout is then expected to commence in 2024. • Radiology test requesting is in pilot, and we anticipate going live in November 2022, once we are confident it is ready to launch. • Electronic Test Requesting (ETR) Notifications is in pilot stage, further work by Digital Health and Care Wales (DHCW) is required. We anticipate this will be completed and ready for review in November 2022. • Eye Care Digitisation has been delayed to a number of reasons which are not local or solely Hywel Dda owned. A review of the governance, risks and issues is being undertaken by DHCW with a view to taking over the delivery plan. • The Health Board has undergone a HIMSS Assessment (January 2022) for its Digital Maturity and will be using this output to determine the roadmap for system adoption so that Hywel Dda can attain its aim of HIMSS level 5 by 2025.

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5R	<p>In response to the recently signed Digital Inclusion Charter, by March 2023 develop a digital inclusion programme which will provide a coordinated approach to digital inclusion across the Health Board and its wider partners for the local population. The programme will recognise the continuously changing role digital technology plays in the lives of individuals and society as a whole</p>	Director of Finance	31/3/2023	On-track	<ul style="list-style-type: none"> • Digital Inclusion (DI) Manger has been in post since August 2022 • Action plan submitted to Digital Community Wales for Digital Inclusion Charter Accreditation – awaiting feedback on progress • Expression of Interest submitted to the Digital Inclusion Alliance for Wales (DIAW) for Health Board representation on the DIAW Steering Group – response due December 2022 • Development of DI Steering group is in progress and links with internal and external stakeholders are in development to explore partnership working to understand the digital divide within the region. • Communication channel has been successfully established with the learning and development department and opportunities are in progress to develop a delivery plan to support staff learning opportunities and opportunities to embed digital inclusion to induction processes. • Work is in progress to scope out and understand the local opportunities available for patient learning within the region within all sectors with the view of developing further community-based opportunities ensuring consistency and equity of opportunity for all. • Discussions have taken place with the health board’s volunteering service to discuss and establish a focus on the need to develop a Digital Champion volunteering network within all areas of the health board and within communities to support with the cascading of and development of the skills and confidence of the population

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6B	<p>By June 2022 develop and roll-out an initial suite of financial sustainability plans for the whole organisation based on the target operation models the HB is seeking to implement through its planning objectives for the next 3 years. These plans should provide the detail underpinning the Health Board's roadmap to financial recovery and be introduced in such a way to allow budget holders to focus on the positive change being sought.</p> <p>In parallel with the above, develop an activity based condition and pathway costing programme for all major health conditions thereby providing a longitudinal analysis of Health Board spend to support the on-going roll out of PROMs and VBHC approaches to budgetary decision making and resource allocation.</p>	Director of Finance	31/6/2022	On-track	<ul style="list-style-type: none"> • A key focus of the roadmap back to financial sustainability is focused on the Matrix • The Matrix provides a rationalisation of ledger through explaining system costs and waste through an activity profile • These areas of waste and inefficiency then correlate to the programmes of work which have been established to remedy a number of the areas aligned to the Matrix. These includes, TUEC (Admission Avoidance), Integrated Locality Planning (Discharge), Nurse Stabilisation, Alternative Care, FLOs and CHC • Each programme then has a number of phases (projects) which correlates the intervention (project) to the anticipated activity reduction. This supports the alignment of finances being overlaid with activity planning assumptions and financial sustainability. • Work continues in parallel with overall VBHC programme. Requesting early invitation to each new project, to discuss offering and jointly decide whether resource measurement is required. For example, the first phase of shoulder pathway has concluded in quarter. • Around this, broader operational requests for resource modelling are evaluated within same framework and approach. For example capacity and demand modelling support to Radiology services has commenced in the last quarter.
6D	Implement the three objectives and associated actions contained within the VBHC plan (2022-25), including the routine	Medical Director	31/3/2024	On-track	<ul style="list-style-type: none"> • See separate report under item on Value Based Healthcare

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	capture of PROMs within the majority of our service areas, the delivery of an education programme, and a bespoke programme of research and innovation'				
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 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.	Director of Strategic Developments and Operational Planning	30/6/2022	On-track	<ul style="list-style-type: none"> • 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 • The Decarbonisation Delivery Plan is finalised and signed off by the Decarbonisation Task Force Group; • Board paper being submitted on the 29th September 2022 to seek approval to the Delivery Plan and to take assurance from progress on Decarbonisation in line with Planning Objective and WG reporting requirements; • Welsh Government reporting requirements in September 2022 met for both quantitative and qualitative reporting submissions. • An Action Plan was tabled at the Task Force Group meeting 15th September 22 setting out progress at Q2 2022/23 stage. Action plan to be reviewed & monitored via the Task Force Group;

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6H	<p>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</p>	Director of Finance	31/3/2023	On-track	<ul style="list-style-type: none"> • Centre for Local Economic Studies (“CLES”) are continuing to work on baselining current Hywel Dda position, in areas such as procurement spend undertaken with local suppliers and other supply chain analysis, current CO2 management strategies versus desired reductions, local wealth creation etc. • Social Value (SV) Portal currently being used to record target and actual improvements in social value in respect of new contract activity • Further projects being identified (eg recruitment activity) to capture further SV activity, and quantify for reporting purposes • Next steps will be to regroup once initial baselining has been completed and published, and identify further specific projects to work on capturing SV measures for, as well as wider dissemination of the concepts throughout the Health Board. • Finally, it is intended that local authority and large employer organisations will be contacted to form a community of practice across the local area

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	and momentum for delivery across these delegated workstreams.				
6I	By March 2022 establish an interim budget for 2022/23 which supports the planning objectives contained in the Health Board's interim plan for 2022/23. This budget will include identification of the required savings requirements and opportunities to achieve the Health Boards agreed financial plan as well as their application to the relevant budgets for each director.	Director of Finance	30/9/2022	Complete	<ul style="list-style-type: none"> • This was completed as part of the planning cycle. • The budget linked to the re-submitted plan (£62.0m) was not transacted in the financial ledger, due to the plan not being accepted by WG however. • Opportunities have, and continued to be, presented to the organisation and respected Executive Team leads. • The 2023/24 planning cycle will undertake a further assessment, overseen by WG through the Targeted Intervention dialogue, to review options and whether a revised budget can be agreed and implemented.
6L	Coordinate an ongoing balanced approach to how resources are used and invested and dis-invested in, to achieve workforce, clinical service and financial sustainability <ul style="list-style-type: none"> • Chair the Use of Resources leadership group to facilitate balanced decision making, providing a summary update into the Sustainable Use of Resources committee as appropriate. • Continually deliver effective executive partnering from the finance function to achieve clarity on resource utilisation, investment and dis-investment appraisals, including the shift of 	Director of Finance	31/3/2023	On-track	<ul style="list-style-type: none"> • There is a Directorate monthly Use of Resource (UoR) meeting • The Use of Resources initially focused on the areas exceeding their budgeted accountability • Each Directorate UoR meeting has an accompanying information pack, which sets out a multitude of pertinent information around the Year-to-Date position and the Forecast Outturn (FoT) • The packs also contain salient information including cost drivers, risks, mitigations and horizon scanning. • It is anticipated that the UoR will continue to evolve with a novation and greater focus on activity, performance and quality outcomes

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	<p>resources across services to achieve our strategic objectives.</p> <ul style="list-style-type: none"> • Develop and implement a single revenue investment approach pan Health Board, and instil it within pre-existing governance forums and procedures, ensuring summary financial appraisals are consistently and clearly described, including the appropriate finance business partnering sign-off. • Implement a monthly management information suite to drive organisational financial discipline for across all revenue implications, namely, Savings and Opportunities realisation, investment and dis-investment schedules and funding streams. 				<ul style="list-style-type: none"> • Business Partners- through their business conversations are proactively working to identify opportunities with operational leads to ensure all areas of opportunity are considered and realised wherever possible • Recognising FY23 is very challenging, the UoR meetings are also focused on the financial challenges and opportunities in FY24. The purpose of this approach is to horizon scan and implement any changes that support service provision and configuration whilst maximising financial sustainability • The Business Partners as part of their business meetings are proactively working with their operational colleagues to consider the extant resources and their utilisation. The next step is to consider whether there is an opportunity to decommission and/or reinvest as required.
6M	<p>Develop a refreshed Cyber Security Framework by March 2022 and supporting timelines and actions to protecting Health Board information, ensuring confidentiality, integrity of assets and data and availability. Key elements of this framework will be:</p> <ul style="list-style-type: none"> • refreshing the information assets register and ensuring that business critical assets are kept secure at all times 	Director of Finance	31/3/2023	On-track	<ul style="list-style-type: none"> • Cyber Security programme in place to work towards compliance with the Network & Information System Regulations (NIS-R) • Cyber Security Assurance Group now meeting monthly and reporting into the Information Governance Sub-Committee. • Three permanent roles now recruited to cyber team and two additional starters going through employment checks. One final role to be advertised shortly.

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	<ul style="list-style-type: none"> • identifying the threats and risks (Routine Cyber Security Penetration Testing); • identifying the safeguards that should be put into place to deal with these threats and risks; • monitoring the safeguards and assets to manage security breaches (Cyber Security Framework); • responding to cyber security issues as they occur, and; • updating and adjusting safeguards in response to changes in assets, threats and risks. 				<ul style="list-style-type: none"> • Asset Management software has been purchased and workstream to implement has commenced in October 2022. • External penetration test completed with no identified actions; regular follow-on tests being arranged. • Internal vulnerability scans in place and informing a fortnightly vulnerability remediation meeting. • Implementation of new safeguards underway, new Anti-Malware deployed to all desktops and project to deploy to all servers will be completed by end of December 2022. • Monitoring in place for critical assets using Security Event & Incident Management cloud platform. Work ongoing to deploy for remaining digital assets. • Tabletop exercise to test cyber response has been completed, cyber incident response plan under development along with further tabletop exercises. • Cloud threat intelligence in place so Digital have early warnings of the latest cyber threats and mitigations. • Board cyber training being arranged. • Initial phishing campaign completed for the whole Health Board. • Health Board communications underway as part of Cyber Security month in October 2022. • New cyber e-learning on ESR called “Cyber Ninjas”.
6N	By March 2023 develop an initial intelligent automation plan which combines robotic process automation technology, AI and natural language processing to streamline data collection and integration.	Director of Finance	31/3/2023	On-track	<ul style="list-style-type: none"> • Engaged with 2 external Robotic Process Automation (RPA) solution suppliers • Proof of concept with Davies group developing Community Nursing Referral process automation. A playback session will take place 21st October 2022.

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					<ul style="list-style-type: none"> • Northampton Hospital Trust working with Finance and Workforce to develop initial automation for these areas • In-house development of processes also underway • Proposed plan being presented to within Digital Services for initial review. • Automation opportunity lists being developed as part of discovery phase