

**PWYLLGOR ADNODDAU CYNALIADWY  
SUSTAINABLE RESOURCES COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	25 April 2023
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	2022/23 Planning Objectives Closure Report
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Director of Finance
<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**

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 on a quarterly basis an update on the status of these Objectives aligned to the Sustainable Resources Committee (SRC) is provided with an update on the progress made in the development (delivery) of those Objectives.

This report provides an overview regarding progress of these Planning Objectives and acts as a closure report for the 2022/23. Further, it also provides SRC with the draft (subject to Board approval) the Planning Objectives for 2023/24 and those that are likely to be aligned to the Committee.

**Cefndir / Background**

The HDdUHB is clear on its long-term destination - articulated in our strategy "A Healthier Mid and West Wales" and reinforced in our recent Programme Business Case. Reaching that destination requires progress across a number of domains, which we have termed Strategic Objectives. These Strategic Objectives relate to both our people (staff, service users and communities) and our services:

- SO1 : Putting people at the heart of everything we do
- SO2 : Working together to be the best we can be
- SO3 : Striving to deliver and develop excellent services
- SO4 : The best health and wellbeing for our communities
- SO5 : Safe, sustainable, accessible, and kind care
- SO6: Sustainable use of resources

Our approach to planning now revolves around these Strategic and Planning objectives, with a systematic review of the Planning Objectives a critical aspect of the organisation's planning cycle. The development of Planning Objectives takes account of a range of factors, including: our risks and performance, the Minister's priorities, Welsh Government policies and legislation, and work in support of our strategy.

In developing our Annual Plan for 2022/23 (and into 2023/24) inevitably these are structured around our Strategic Objectives with the Planning Objectives forming most of the content. Under each we set out our current position, the key deliverables and the relationship to our risk and assurance framework.

Our plan sets out the specific actions, termed Planning Objectives (POs), we are taking to make progress in each of these domains. In this way we remain focused on our strategic direction and ensure our day-to-day activities are explicitly aligned, and contributing to, our strategic direction.

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

There are 11 Planning Objectives in total which are attributed to the following Executive Leads:

- Director of Finance (9 Planning Objectives)
- Director of Strategy and Planning (1 Planning Objective)
- Medical Director (1 Planning Objective)

### **Asesiad / Assessment**

As of March 2023, the status of the Planning Objectives is that 2 planning objectives have been completed (6B and 6I); whilst all other 9 planning objectives remain on track. The full list of these can be found at Annex 1.

In-line with the development of HDdUHB's Annual Plan for 2023/24, a revised set of Planning Objectives, subject to Board approval have been formulated. As part of the continuing development of our Planning Objectives we have been considering how the Planning Objectives may be brought together in order to describe their combined impact. This would not move away from the Planning Objectives being described under their respective Strategic Objectives, rather it would provide an opportunity for us to describe more clearly what the impact/outcome is expected to be as a result of that set of Planning Objectives. As a result, we have introduced 4 new domains and aligned two new strategic goals to each of the 4 domains, with a small number (2/4) Planning Objectives then sitting within each goal.

The overview of these 2023/24 Planning Objectives can be found at annex 2, along with a note of which of these are likely to be aligned to SRC (again subject to relevant review and approval). Planning Objectives for 2022/23 that are not completed, are in general either to be completed, or are subsumed by new Planning Objectives for 2023/24.

### **Argymhelliad / Recommendation**

The Sustainable Resources Committee is asked to

- take assurance on progress of the 2022/23 Planning Objectives
- note this Closure Report; and
- note the draft 2023/24 Planning Objectives, including those that are likely to be aligned to the 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 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	5M Implementation of clinical and all Wales IT systems 6G_22 Decarbonisation and green initiatives plan 6B Value improvement and income opportunity 6I_22 Cyber Security Framework
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	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 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

<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>	Any issues are identified in the report

<b>Quality / Patient Care:</b>	
<b>Gweithlu: Workforce:</b>	Any issues are identified in the report
<b>Risg: 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

Annex 1: Status of 2022/23 Planning Objectives as reported March 2023

PO Ref	Planning Objective	Executive Lead	Current Status
3E	<p>By March 2023 develop an advanced analytical platform that is highly accessible to operational and corporate teams that will, provide real-time, integrated data to support our clinicians and managers providing the insight, foresight, and oversight to assist with day to day operational delivery as well as organisation wide strategic planning. In parallel, establish mechanisms to ensure continuous innovation of our approach by utilising current technologies, best practices and direction from latest research and publications (such as machine learning, artificial intelligence, time series analysis and cluster analysis).</p> <p>As an initial step, develop and implement a risk stratification model using predictive / cluster analytics to provide evidence for new approaches to the management of chronic conditions to shift the balance of care from the acute sector to primary care and community settings. This should be in place by September 2022 with full inclusion of all health and social care data (as a minimum) by March 2025</p>	Director of Finance	On-track
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	On-track
5R	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	Director of Finance	On-track
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	Complete

PO Ref	Planning Objective	Executive Lead	Current Status
6D	Implement the three objectives and associated actions contained within the VBHC plan (2022-25), including the routine capture of PROMs within the majority of our service areas, the delivery of an education programme, and a bespoke programme of research and innovation'	Medical Director	On-track
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 Strategy and Planning	On-track
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"> <li>• Social Value (Intelligence): determine the communities which have the greatest need(s) and co-ordinate efforts across the Health Board</li> <li>• Public Health (Intelligence): assess the assets within those communities, develop high impact proposals and encourage delivery within those communities</li> <li>• Procurement: local sourcing in support of the foundational economy</li> <li>• Workforce: supporting those from our most deprived communities</li> <li>• Facilities &amp; Estates (Carbon): measuring our carbon footprint and pointing to areas of greatest impact for decarbonisation measures</li> <li>• Facilities &amp; Estates (Physical Assets): extracting social value from our physical estate through initiatives spanning usage, maintenance, design and build</li> </ul> <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	On-track
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	Complete

PO Ref	Planning Objective	Executive Lead	Current Status
6L	<p>Coordinate an ongoing balanced approach to how resources are used and invested and dis-invested in, to achieve workforce, clinical service and financial sustainability</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Continually deliver effective executive partnering from the finance function to achieve clarity on resource utilisation, investment and dis-investment appraisals, including the shift of resources across services to achieve our strategic objectives.</li> <li>• 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.</li> <li>• 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.</li> </ul>	Director of Finance	On-track
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"> <li>• refreshing the information assets register and ensuring that business critical assets are kept secure at all times</li> <li>• identifying the threats and risks (Routine Cyber Security Penetration Testing);</li> <li>• identifying the safeguards that should be put into place to deal with these threats and risks;</li> <li>• monitoring the safeguards and assets to manage security breaches (Cyber Security Framework);</li> <li>• responding to cyber security issues as they occur, and;</li> <li>• updating and adjusting safeguards in response to changes in assets, threats and risks.</li> </ul>	Director of Finance	On-track
6N	<p>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.</p>	Director of Finance	On-track

Annex 2: Proposed Planning Objectives for 2023/24, and alignment to SRC

Domain	Goals	Planning Objectives	Committee Alignment
<b>Our People</b> <i>We have the people we need to achieve our purpose and strategy</i>	<b>Goal 1:</b> Grow and Train our Workforce <i>We have the right people we need, with the right skills and knowledge</i>	1a - Recruitment plan	People, Organisational Development & Culture Committee (PDODC)
	<b>Goal 2:</b> Support and Retain our Workforce <i>Our people feel motivated and supported</i>	1b - Career progression	
		2a - Staff health and wellbeing	
		2b - Employer of choice	
<b>Our Patients</b> <i>Our patients receive the highest quality care</i>	<b>Goal 3:</b> Safe and high quality care <i>Our services are safe and deliver good outcomes</i>	3a – Transforming Urgent and Emergency Care programme	Strategic Development and Operational Delivery Committee (SDODC)
		3b – Healthcare Acquired Infection Delivery Plan	Quality, Safety and Experience Committee (QSEC)
	<b>Goal 4:</b> Accessible and kind care <i>Patients have timely access to services and positive experiences</i>	4a - Planned Care and Cancer Recovery	SDODC
		4b – Regional Diagnostics Plan	SDODC
		4c – Mental Health Recovery Plan	SDODC
<b>Our Future</b> <i>Building a better health care system for future generations</i>	<b>Goal 5:</b> World class infrastructure <i>We are building the infrastructure needed to provide high quality care</i>	5a – Estates Strategies	SDODC
		5b - Research and innovation	PDODC
		5c – Digital Strategy	Sustainable Resources Committee (SRC)*
	<b>Goal 6:</b> Sustainable services <i>Designing and implementing more sustainable services</i>	6a - Clinical services plan	SDODC
		6b - Pathways and Value Based Healthcare	SRC*
		6c - Continuous engagement	SDODC
<b>Our Communities</b> <i>Our population is healthy and we have a positive impact on the determinants of health</i>	<b>Goal 7:</b> Healthier communities <i>Our communities support good health</i>	7a – Population Health	SDODC
		7b – Integrated Localities	SDODC
		7c - Social model	SDODC
	<b>Goal 8:</b> Positive impact beyond health <i>As an organisation we have a positive impact beyond health</i>	8a – Decarbonisation & Sustainability	SRC*
		8b – Local Economic and Social Impact	SRC*
		8c – Financial Roadmap	SRC*
		8d – Welsh Language and Culture	PDODC
Ministerial priorities	Local priorities		

\*signifies a 2023/24 Planning Objective to be aligned to SRC (subject to approval)