



**PWYLLGOR ADNODDAU CYNALIADWY
SUSTAINABLE RESOURCES COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	28 October 2021
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

As part of the Annual Recovery Plan for 2021/22, the Board agreed a refreshed set of Strategic Objectives that set out the aims of the organisation, i.e. the horizon that the Health Board is driving towards over the long term, in addition to a set of specific, measurable Planning Objectives to move the organisation towards that horizon over the next three years.

The purpose of this report is to provide the Sustainable Resources Committee with an update on the progress made in the development/delivery of the Planning Objectives, under the Executive Leadership of the Director of Finance, Medical Director, and Director of Strategic Development and Operational Planning, that are aligned to this Committee for onward assurance to the Board.

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.

There are ten Planning Objectives assigned to each Executive Lead as follows:

Director of Finance

- **6A:** Develop a detailed 3 year financial plan based on the finance team's assessment of allocative and technical value improvements, income opportunities and 3rd party expenditure value-for-money that can be captured within that timeframe. This plan should support the Health Board's other objectives and command the support of Welsh Government (WG) and the Board. This will require a process to allocate these opportunities to relevant budgets and support budget holders to identify, plan and deliver the changes necessary to realise those opportunities. A clear monitoring and escalation

process will be required to ensure budget holders deliver their plans and the Board maintains clear oversight

- **6B:** Establish an on-going process to review and refresh the assessment of technical and allocative value improvements and income opportunities open to the Health Board and use this both to maintain in-year financial delivery and future budget setting.
- **6C:** Construct a 5 year financial plan, which achieves financial balance based on securing the opportunities arising from the implementation of the strategy “A Healthier Mid and West Wales” and progress made in the interim period on the allocative and technical value improvements, income opportunities and 3rd party expenditure value-for-money improvements. This plan will command the support of WG and the Board
- **6H:** To be completed by the end of 2021/22; to undertake a full analysis of the Health Board’s supply chain in light of the COVID-19 pandemic to assess the following:
 - Length and degree of fragility
 - Opportunities for local sourcing in support of the foundational economy
 - Carbon footprint
 - Opportunities to eliminate single use plastics and waste

The resulting insights will be used to take immediate, in-year action where appropriate and develop proposed Planning Objectives for 2022/23 implementation.

- **6I:** By September 2021, propose new Planning Objectives to establish locality resource allocations covering the whole health budget (and social care where agreed with partners) and test innovative approaches to driving the shift of activity from secondary care settings to primary and community care. Additional aims will be to ensure secondary care thrives in doing only what it can do, shifts are based on the needs and assets of the local population, and localities progressively close the gap between budget and target resource allocation.
- **6J:** To develop, by 30 September 2021, a plan to deliver £16m of recurrent savings based on opportunities for technical and allocative efficiencies across the Health Board’s budgets. The savings will need to be deliverable on a pro rata basis by the end of the financial year to ensure that the underlying deficit does not further deteriorate. This will be based on the Health Board’s developing opportunities framework and developed in conjunction with budget managers across the organisation.

Medical Director

- **6D:** Develop the capability for the routine capture of Patient Reported Outcome Measures (PROMs) and implement in all clinical services within 3 years. Establish the required digital technology and clinical leadership and engagement to facilitate pathway redesign based on these insights and put in place impact measurement processes to evaluate changes at a pathway level.
- **6E:** Design and implement a Value Based Health Care (VBHC) education programme to be implemented with academic institutions for managers and clinicians, which could also be offered to partners.
- **6F:** Implement a VBHC pathway costing programme for all clinical services that is capable of being completed within 3 years, and prioritised based on the likelihood of generating change.

Director of Strategic Development and Operational Planning

- **6G:** 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 staff and public.

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'
6A	Director of Finance	On track	Not Applicable (N/A)
6B		On track	N/A
6C		On track	N/A
6H		On track	N/A
6I		Behind	Analysis completed; it is now with County teams to explore new options.
6J		Behind	Completed non-recurrently. c.£5m identified out of the £16m total.
6D	Medical Director	On track	N/A
6E		On track	N/A
6F		On track	N/A
6G	Director of Strategic Development and Operational Planning	On track	N/A

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:	All Strategic Objectives are applicable

Amcanion Llesiant BIP: UHB Well-being Objectives:	9. All HDdUHB Well-being Objectives apply
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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 Termau: 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 SRC as at 13.10.21

PO Ref	Planning Objective	Executive Lead	Date of Completion of PO	Q2 Actions		Current Status of achieving PO within Completion Date (Delete as appropriate)	<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
				Action	Current Status (Delete as appropriate)		
6A	Develop a detailed 3 year financial plan based on the finance team's assessment of allocative and technical value improvements, income opportunities and 3rd party expenditure value-for-money that can be captured within that timeframe. This plan should support the Health Board's other objectives and command the support of Welsh Government and the Board. This will require a process to allocate these opportunities to relevant budgets and support budget holders to identify, plan and deliver the changes necessary to realise those opportunities. A clear	Director of Finance	31/03/2022	Not applicable this quarter	Not applicable this quarter	On track	<ul style="list-style-type: none"> • Clear plan for the delivery of the Integrated Medium Term Plan (IMTP). • This will develop into our 3 year IMTP.

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	monitoring and escalation process will be required to ensure budget holders deliver their plans and Board maintains clear oversight						
6B	Establish an on-going process to review and refresh the assessment of technical and allocative value improvements and income opportunities open to the Health Board and use this both to maintain in-year financial delivery and future budget setting.	Director of Finance	30/09/2021	Not applicable this quarter	Not applicable this quarter	On track	
6C	Construct a 5 year financial plan that achieves financial balance based on securing the opportunities arising from the implementation of the strategy "A Healthier Mid and West Wales" and progress made in the interim period on the allocative and technical	Director of Finance	31/03/2022	Not applicable this quarter	Not applicable this quarter	On track	Roadmap to financial sustainability, completed and submitted.

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	value improvements, income opportunities and 3rd party expenditure value-for-money improvements. This plan will command the support of Welsh Government and the Board						
6D	Develop the capability for the routine capture of PROMS and implement in all clinical services within 3 years. Establish the required digital technology and clinical leadership and engagement to facilitate pathway redesign based on these insights and put in place impact measurement processes to evaluate changes at a pathway level	Medical Director	31/05/2021	Refine and re-develop the VBHC Programme Plan, identifying key pathway areas to engage with.	Completed	Completed	VBHC Programme Plan developed and being reviewed on a weekly basis to accommodate emergent service areas.
			Ongoing	Development of individual project plans in conjunction with clinical and operational leads, with clear milestones and objectives.	On track	On track	In line with the overall VBHC Programme Plan, individual project areas are planned out with clinical and service leads identifying approach, milestones and objectives.
			31/05/2021	Development of a work plan for the roll out of TDABC by the Finance Value Team	Completed	Completed	Finance Value work plan developed and reviewed in conjunction with the overall VBHC Programme Plan.
			31/05/2021	Liaise with the Communications department to publicise work ongoing in target	Completed	Completed	Ongoing work with Communications department to publicise progress in target areas. Further work to be

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				areas, and to signpost to resources and contact points for the VBHC team.			done on creating a space to signpost to VBHC resources and support.
			30/06/2021	Development of Cardiology VBHC case study and reference materials to illustrate the impact of VBHC.	Completed	Completed	Cardiovascular conditions case study developed in conjunction with VBHC and Cardiology Transformation Team. Insights to be presented through Service Review Meeting process.
			Ongoing	Collaboration with VBHC teams regionally and nationally to ensure that good practice is shared.	On track	On track	Ongoing collaboration with National Value in Health Team and other Health Boards. Further collaboration with BCUHB and PTHB in support of the Mid Wales Health Care Collaborative.
			31/08/2021	Development of a Value Based Healthcare Clinical Leadership Group	Behind	Behind	Development of dedicated VBHC Clinical Leadership Group has been delayed due to unavailability of key personnel. Clinical engagement currently being undertaken on a service by service basis with the formation of the formal Clinical

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							Leadership Group now planned for Q4.
			31/05/2021	VBHC team to develop individual PADR objectives and actions that are linked with the team objectives and action plan.	Completed	Completed	Team objectives and actions linked with individual PADR process.
6E	Design and implement a VBHC education programme to be implemented with academic institutions for managers and clinicians that could also be offered to partners	Medical Director	31/07/2021	Delivery of second cohort of the 'Bringing Value to Life' Education Programme	Completed	Completed	Second cohort of the 'Bringing Value to Life' Education Programme has been successfully completed as a face to face course, with work underway to deliver a third cohort in conjunction with BCUHB and PTHB.
			30/09/2021	Review and development of the programme as a commercial offering	On track	On track	Initial draft of business case completed, but requires further work to finalise. Estimated completion by end of October 2021 for consideration.
			30/09/2021	Development of online case materials and access to resources and VBHC expertise	On track	On track	Online VBHC case materials available to course participants with access to VBHC support through the MS Teams application. Further work to develop a vehicle to enable all staff to access

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							resources and support via the Intranet.
6F	Implement a VBHC pathway costing programme for all clinical services that is capable of being completed within 3 years, and prioritised based on the likelihood of generating change.	Medical Director	31/03/2024	Collaboration with VBHC and teams regionally and nationally to ensure that good practice is shared	On track	On track	Regular formal and informal conversations in regional, national and indeed European groups. A standard but adaptive process has been put in place to support pathway costing. As an element of the overall VBHC programme, the finance team participate in early discussions with clinical and operational leads and co-produce the milestones and objectives where a financial perspective would be worthwhile.
				Development of individual project plans in conjunction with clinical and operational leads, with clear milestones and objectives.	On track		
6G	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	Director of Strategic Developments and Operational Planning	31/03/2022	Engage with WG Energy Services to identify Decarbonisation opportunities on each asset owned by the Health Board (Buildings & Transport)	On track	On track	<ul style="list-style-type: none"> T&F Group established to develop and progress a programme of work. Working with the wider public sector groups and other focus groups to progress this agenda. Carbon Trust Stage 1 report completed / Stage 2 report commissioned for

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	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.						<p>completion 31st March 2022. The aim to develop options appraisals and action plans to deliver on the WG strategy aspirations.</p> <ul style="list-style-type: none"> • A number of carbon reduction schemes being implemented in 2021/22, including a review of infrastructure to support further car vehicle charging plans. • Key barrier / risks identified & monitored via established risk register.
6H	To be completed by the end of 2021/22 undertake a full analysis of our supply chain in light of the COVID-19 pandemic to assess the following: <ul style="list-style-type: none"> - Length and degree of fragility - Opportunities for local sourcing in support of the foundational economy - Carbon footprint 	Director of Finance	31/03/2022	Input into local economic impacts, and impact of individual treatments at patient level, to gain better understanding of overall economic impact of health care expenditure	Completed	On track	<ul style="list-style-type: none"> • The Centre for Local Economic Strategies have produced some initial strategy documents in relation to the development of a Community Wealth Building baseline assessment. This has been approved.

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	<p>- Opportunities to eliminate single use plastics and waste</p> <p>The resulting insights will be used to take immediate, in-year action where appropriate and develop proposed Planning Objectives for 2022/23 implementation</p>						<ul style="list-style-type: none"> We are commencing work in relation to carbon accounting.
61	<p>By September 2021 propose new Planning Objectives to establish locality resource allocations covering the whole health budget (and social care where agreed with partners) and test innovative approaches to driving the shift of activity from secondary care settings to primary and community care. Additional aims will be to ensure secondary care thrives in doing only what it can do, shifts are based</p>	Director of Finance	30/09/2021	Not applicable this quarter	Not applicable this quarter	Behind	Analysis completed; it is now with County teams to explore new options.

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	on the needs and assets of the local population, and localities progressively close the gap between budget and target resource allocation						
6J	To develop, by 30 September, a plan to deliver £16m of recurrent savings based on opportunities for technical and allocative efficiencies across the Health Board's budgets. The savings will need to be deliverable on a pro rata basis by the end of the financial year to ensure that the underlying deficit does not further deteriorate. This will be based on the Health Board's developing opportunities framework, and developed in conjunction with budget managers across the organisation.	Director of Finance	30/09/2021	Not applicable this quarter	Not applicable this quarter	Behind	Completed non-recurrently. c.£5m identified out of the £16m total.