



**PWYLLGOR ADNODDAU CYNALIADWY**  
**SUSTAINABLE RESOURCES COMMITTEE**

|  |                                    |
|--|------------------------------------|
| <b>DYDDIAD Y CYFARFOD:</b><br><b>DATE OF MEETING:</b>  | 30 April 2024                      |
| <b>TEITL YR ADRODDIAD:</b><br><b>TITLE OF REPORT:</b>  | Planning Objectives Closure Report |
| <b>CYFARWYDDWR ARWEINIOL:</b><br><b>LEAD DIRECTOR:</b> | Huw Thomas, Director of Finance    |
| <b>SWYDDOG ADRODD:</b><br><b>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 were incorporated into Hywel Dda University Health Board's (HDdUHB) plan for 2023/24 that set out the aims of the organisation, for example, 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 year.

For 2023/24, 5 Planning Objectives were aligned to the Sustainable Resources Committee (SRC)

As in previous years it is the expectation that SRC would receive an update on the progress made in the development and delivery of the Planning Objectives for onward assurance to the Board through the Board Assurance Framework.

This report provides an overview regarding progress of the Planning Objectives and acts as a closure report for the 2023/24 Planning Objectives aligned to SRC.

**Cefndir / Background**

The Planning Objectives were the bedrock our Annual Plan for 2023/24, and this report is presented as an update to demonstrate where progress has been made in delivering those Planning Objectives aligned to the SRC, as per the table below:

| Planning Objective   | Executive Lead                    |
|--|-----------------------------------|
| 5c Digital Agenda  | Director of Finance               |
| 6b Pathways and VBHC   | Medical Director                  |
| 8a Decarbonisation and Sustainability -  | Director of Strategy and Planning |
| 8b Local Economic and Social Impact  | Director of Finance               |
| 8c To develop a Board and Welsh Government-approved financial roadmap to return the Health Board to a £25m deficit position. | Director of Finance               |

### Asesiad / Assessment

The Planning Objectives articulated in the Health Board's annual plan for 2023/24 are intrinsically linked to the recovery work necessitated by financial constraints, as they both strive to operationalise recovery and support the Health Board's long-term strategy, "A Healthier Mid and West Wales." For instance, Planning Objectives focused on recruitment and career progression directly interface with fiscal challenges tied to variable pay.

Scenario analyses further contribute to this interconnection, as they offer quantitative frameworks for understanding the resourcing implications of strategic decisions, such as maintaining staff quality whilst being financially sustainable. The outcome of this work has been presented to the Board at its September 2023 Public meeting.

The table below provides an overview of the status of the Planning Objectives as 2023/24 draws to a close.

| Planning Objective   | Executive Lead                    | Current Status   |
|--|-----------------------------------|--|
| 5c Digital Agenda  | Director of Finance               | On-track   |
| 6b Pathways and VBHC   | Medical Director                  | On-track   |
| 8a Decarbonisation and Sustainability -  | Director of Strategy and Planning | Behind   |
| 8b Local Economic and Social Impact  | Director of Finance               | Not applicable as the Planning Objective has been paused and currently considered complete |
| 8c To develop a Board and Welsh Government-approved financial roadmap to return the Health Board to a £25m deficit position. | Director of Finance               | Behind   |

Highlight reports for each of the Planning Objectives noting key achievements; Outstanding actions and elements still to be completed (if applicable); and any other comments, can be found in Annex 1.

Planning Objectives remain a key component moving forward. Based on the learning and progression against the previous Planning Objectives, a revised set of Planning Objectives for 2024/25 were approved by the Board at its meeting in January 2024, and form an essential element of our 2024/25 Annual Plan.

The table below shows the alignment of the 2023/24 Planning Objectives to the 2024/25 Planning Objectives. Work is continuing to align the 2024/25 Planning Objectives to the appropriate Committee, and as such these Committees will receive regular updates Board for assurance. This reporting will also continue to be visible through the Board Assurance Framework.

| 2024/25 Planning Objectives  | 2023/24 Planning Objectives  |
|--|--|
| PO1: Workforce stabilisation   | 1a Develop an attraction & Recruitment plan                                |
|  | 1b Develop career progression opportunities                                |
|  | 2a Engage with and listen to our people                                    |
|  | 2b Continue to strive to be an employer of choice                          |
|  | 2c Develop and maintain an overarching workforce, OD and partnerships plan |
| <b>PO 2: Financial recovery and roadmap</b>                                    | 6b Pathways and Value Based Healthcare                                     |
|  | 8b Local Economic and Social Impact  |
|  | 8c Financial Roadmap   |
| PO 3: Transforming urgent and emergency care                                   | 3a Transforming Urgent and Emergency Care programme                        |
| PO 4: Planned care (including cancer, diagnostics and therapies performance)   | 4a Planned Care and Cancer Recovery  |
|  | 4b Regional Diagnostics Plan   |
| PO 5: Mental health and CAHMS  | 4c Mental Health Recovery Plan   |
| PO 6: Clinical services plan   | 6a Clinical Services Plan  |
| PO 7: Primary care and community strategic plan                                | 7b Integrated Localities   |
| PO 8: A Healthier Mid and West Wales infrastructure                            | 5a Estates Strategies  |
|  | 8a Decarbonisation & Sustainability  |
| <b>PO 9: Digital strategic plan</b>  | 5c Digital Strategy  |
| PO 10: Population Health (including the social model for health and wellbeing) | 7a Population Health   |
|  | 7c Social Model for Health and Wellbeing                                   |
| Orphan POs (not taken forward from 2023/24 into 2024/25)                       | 3b Healthcare Acquired Infection Delivery Plan                             |
|  | 5b Research and innovation   |
|  | 6c Continuous Engagement   |
|  | 8d Welsh Language and Culture  |

The Planning Objectives in bold are likely to be aligned to SRC for assurance purposes.

### Argymhelliad / Recommendation

The Committee is asked 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 onwardly assure 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)<br>Objectives: (must be completed)  |   |
|---|---|
| Committee ToR Reference:<br>Cyfeirnod Cylch Gorchwyl y Pwyllgor:  | 2.2 To receive an assurance on delivery against all relevant Planning Objectives falling in the main under Strategic Objective 6 Sustainable Use of Resources (See Appendix 1), in accordance with the Board approved timescales, as set out in HDdUHB's Annual Plan. |
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol:<br>Datix Risk Register Reference and Score:  | Not applicable  |
| Parthau Ansawdd:<br>Domains of Quality<br><a href="#">Quality and Engagement Act (sharepoint.com)</a>                                     | 7. All apply  |
| Galluogwyr Ansawdd:<br>Enablers of Quality:<br><a href="#">Quality and Engagement Act (sharepoint.com)</a>                                | 6. All Apply  |
| Amcanion Strategol y BIP:<br>UHB Strategic Objectives:  | 1. Putting people at the heart of everything we do<br>2. Working together to be the best we can be  |
| Amcanion Cynllunio<br>Planning Objectives   | 2 Financial recovery and route map<br>8 Estates plans<br>9 Digital plan   |
| Amcanion Llesiant BIP:<br>UHB Well-being Objectives:<br><a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a> | 9. All HDdUHB Well-being Objectives apply   |

| Gwybodaeth Ychwanegol:<br>Further Information:                                 |  |
|--|--|
| Ar sail tystiolaeth:<br>Evidence Base:   | 3 Year Plan and Annual Plan<br>Decisions made by the Board since 2017-18<br>Recent <i>Discover</i> report, published in July 2020<br>Gold Command requirements for COVID-19<br>Input from the Executive Team<br>Report presented to Public Board in September 2020 |
| Rhestr Termiau:<br>Glossary of Terms:  | Explanation of terms is included within the report   |
| Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: | Public Board - September 2020<br>Executive Team  |

|  |  |
|--|--|
| Parties / Committees consulted prior to Sustainable Resources Committee: |  |
|--|--|

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



Submitted By: Anthony Tracy

Date Submitted: April 2024



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

Planning Objective: 5c Digital Strategy

Executive Lead: Huw Thomas, Director of Finance

Overall status: On-track

#### Key achievements in 2023/24

- Following the approval of the Strategic and Management Case by the Board in November 2023, the Pre-Qualification Questionnaire (PQQ) has been released to the market with a closing date of the 15 April 2024. The results of the PQQ will be assessed ready to invite a number of companies to complete the full Invitation to Tender (ITT).
- The planned outcome of this work is to award a 10-year strategic partner to support digital transformation within the Health Board. The strategic partner will also support the implementation of a number of critical systems within the Health Board such as an Electronic Prescribing and Medicines Administration (ePMA) system.
- Supplier Day (31 January 2024) was attended by 28 suppliers
- PQQ has been released to the market, along with all the associated documentation.

#### Outstanding actions / elements still to be completed

- PQQ assessed and scored, reducing the number of companies to 5 who will be asked to supply a full tender.
- Further reporting to the Executive Team. Sustainable Resources Committee and then onto Board.
- Tenders received and assessed.

#### Any other Comments / General Observations

- There has been significant interest from the market in becoming a strategic partner for Hywel Dda University Health Board (HDdUHB). Welsh Government (WG) are also very positive on the approach and the work undertaken to date.



Submitted By: Leighton Phillips / Meinir Jones

Date Submitted: April 2024



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

Planning Objective: 6b Health Pathways and Value Based Healthcare (VBHC)

Executive Lead: Mark Henwood, Interim Medical Director

Overall status: On-track

### Health Pathways

#### Key achievements over 2023/24

- Health Pathways launch December 2023.
- Contribution to national and local pathways (reporting period February 2024). HDdUHB have developed **27** national pathways for use across Wales and **45** HDdUHB pathways
- Widespread communication and engagement opportunities across primary and secondary care

#### Outstanding actions / elements still to be completed

- Identify and strengthen education and Continuing Professional Development (CPD) opportunities aligned to pathways published and build into programme delivery
- Evaluation
  - Task Group established
  - Time-Delivered Activity-Based Costing (TDABC) model
  - Clinical feedback
  - Repeat baseline survey to Primary Care
  - Metrics identified to draw measures post implementation
  - Utilise system data to provide usage data
- Understand user behaviour and utilise reporting intelligence, for example, usage, pathways of interest and qualitative feedback
- Engagement and comms-capitalise on clinical leadership, communication platforms available, education, digital assets (for example desk top icons) and monthly summaries

#### Any other Comments / General Observations

- Continued positive appetite and engagement for Health Pathways
- National funding post-3 year
- Reduced Clinical Editor capacity 2024/25 due to planned leave
- End of funding for Allied Health Professional support editor secondment April 2024.



**Submitted By:** Leighton Phillips / Meinir Jones

**Date Submitted:** April 2024



**Planning Objective:** 6b Health Pathways and Value Based Healthcare (VBHC)

**Executive Lead:** Mark Henwood, Interim Medical Director

**Overall status:** On-track

### Value Based Healthcare

#### **Key achievements over 2023/24**

- Continuation of the rollout of routine digital Patient Reported Outcome Measures (PROM) collection to a total of 36 service areas, providing unique insight as to how patients experience their conditions.
- Focused activity in three priority areas in order to deliver a meaningful accumulation of gains;
  - Trauma and Orthopaedics – Hip and Knee, Shoulder and Elbow, Carpal Tunnel, Clinical Musculoskeletal Assessment and Treatment Service (CMATS) and Musculoskeletal (MSK) Physiotherapy
  - Cardiovascular Disease – Atrial Fibrillation, Heart Failure and Acute Coronary Syndrome (ACS)
  - Respiratory Services, Lung Cancer, Asthma, Chronic Obstructive Pulmonary Disease (COPD) and Interstitial Lung Disease
- Value Delivery Fund supporting the delivery of;
  - Heart Failure one-stop diagnostic clinic and pharmacy-led follow up clinics
  - Health Board-wide Fracture Liaison Service
  - Acute Kidney Injury Project
  - Lymphoedema Improvement Project
  - Prehabilitation Project for nephrectomy patients
- Across the Core VBHC and Rapid Value Programmes, there has been a realisation of productivity gains and cost avoidance totalling £3.7m in 2023/24.

#### **Outstanding actions / elements still to be completed**

- Procurement delays have moved the implementation of the new digital PROM solution from the end of March 2023 to the end of June 2024.
- The VBHC Education Programme was suspended during 2023/24 due to organisational pressures and alternative programmes are now available as e-learning and through the Swansea University Intensive Learning Academy.
- The Regional ACS project requires Value resources from both HDdUHB and Swansea Bay University Health Board (SBUHB) to be agreed simultaneously to provide a 7-day per week working in the tertiary cardiac catheterisation laboratory.

#### **Any other Comments / General Observations**

- The HDdUHB VBHC Team has been successful in bidding to become part of an International Consortium focusing on Person-Centred VBHC, supported by the Welsh National Value in Health Centre. This will enable the collection of patient goal setting data and preferences to be used alongside routinely collected clinical, operational and PROM data.
- The transition to a new digital PROM solution provider will enable PROM collection in a wider range of scenarios and will enable immediate visualisation of PROM data within the platform for use in clinical interactions with patients.





**Submitted By:** Sharon Hughes – Principal Programme Manager

**Date Submitted:** 08/04/2024



**GIG  
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WALES**

Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

**Planning Objective:** 8a Decarbonisation and Sustainability

**Executive Lead:** Lee Davies, Director of Strategy & Planning

**Overall Status:** Behind

#### Key Achievements in 2023/24

- The solar farm at Hafan Derwen went 'live' in April 2023. Energy performance between April and December 2023, compared with the same period the previous year, consumption was 33% or 134MWh less electricity used, and the Health Board spent 33% or £38,200 less on its electricity bill.
- Awarded Improving Asthma Management in school contract - educating pupils, parents and staff about all aspects of asthma to better equip them to manage their condition and the opportunity to switch from the traditional metered dose inhaler (MDI) to dry powder inhalers (DPI) which resulted in a decrease of 16kg CO2 per inhaler changed
- Pool Car Vehicles – transition from internal combustion engine vehicles to self-charging hybrid vehicles. As of March 2024, 10 of the 27 pool car vehicles are electric vehicles (EV) or hybrid.
- Salary Sacrifice EV Scheme - as of March 2024, 75% of all vehicles supplied as part of the Health Board's lease car schemes are EV/hybrid.
- The Health Board launched its Healthy Travel Charter, making 14-16 commitments for reducing our carbon footprint over a 3-year period.
- Project diverting nappy and sanitary product waste from landfill to a recycling facility; this has created a 96% reduction in carbon and a circa £30,000 annual saving. The Health Board is planning on using the by-product for road resurfacing, supporting its circular economy ambitions.
- Our 'Switch it Off' Campaign was launched in December to coincide with Wales Climate Week and the United Nations COP28 conference, encouraging colleagues across all our estates to switch off electrical items that do not need to be kept turned on.
- Awarded the platinum level of the Corporate Health Standard for our range of greenhouse gas reduction initiatives

#### Outstanding actions / elements still to be completed

- There are 46 initiatives in the Decarbonisation Delivery Plan, all of which are individual projects within their own right and require the necessary funding and resource to deliver or achieve. Therefore, many initiatives are not yet deliverable or are delayed due to the lack of investment or funding to deliver, both the necessary feasibility studies and the initiative itself. The Decarbonisation Task Force Group (DTFG) have raised this risk formally in writing with Welsh Government (WG) and we continue to explore and secure external funding where available or applicable. We plan to undertake a review of the delivery plan in the new financial year, aligned to the WG Strategic Decarbonisation Plan review, to determine where resources should be focussed and what can be realistically be achieved based on funding or investment that will be available.

#### Any other Comments / General Observations

- Hywel Dda University Health Board (HDdUHB) is the leading Health Board for prescribing dry powder inhalers, and soft mist inhalers as opposed to pressurised metered dose inhalers, and we have demonstrated the highest percentage increase quarter-on-quarter this financial year across Wales.
- HDdUHB underwent Decarbonisation Programme audit October 2023 to January 2024 and received limited assurance due to the lack of funding and resources.
- The internal request for the 'Achieving Net Zero' e-learning module to be made mandatory for all staff was denied by our Learning and Development Team even though it is a requirement of the delivery plan and was identified as a recommendation in the Decarbonisation Audit Report.



Submitted By: Chris Williams

Date Submitted: 8 April 2024



Planning Objective: 8b Local economic and social impact

Executive Lead: Huw Thomas, Director of Finance

Overall status: Complete

#### Key achievements over 2023/24

- The work undertaken over the last few years in respect of promoting the Health Board as a key anchor in the foundational economy, improving the social value of our activities and also reducing the impact on the local and global environment has largely concluded. There has been a significant improvement in understanding how to maximise social value.
- Achievements in the year include changes to procurement processes to support local sourcing, revised recruitment processes to support local employability, informing the design and utilisation of local assets, promoting research opportunities to university and private sector, improving the level of locally sources food supply, and working with other public sector and large anchor institutions to develop a community of practice
- Key achievement was in respect of achieving BCorp certification, an internationally-recognised certification for organisations meeting high standards in respect of social and environmental performance, transparency and accountability

#### Outstanding actions / elements still to be completed

- In Autumn 2023, given the significant pressure on the Executive Team and Board to focus on the change in the Health Board's intervention and escalation status, it was agreed that the work on social value would be de-prioritised. Accordingly, the work of the social value team was wound up at that point, with the hope that it would be resurrected once WG could be convinced of the benefits of the approach should the escalation status be deescalated in future.

#### Any other Comments / General Observations

- A significant amount of learning resulted from the various strands of work attached to this planning objective, notably around working better with public and private sector partners, how to better include local suppliers in the supply chain, and also the need to ensure multipurpose and multiuse principles are included in the design of future healthcare premises. It is hoped that these principles will continue even without a formal team or planning objective to deliver against these aspirations.



Submitted By: Chris Williams

Date Submitted: 8 April 2024



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Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

**Planning Objective:** 8c Developing roadmap to financial sustainability

**Executive Lead:** Huw Thomas, Director of Finance

**Overall status:** Behind

#### Key achievements over 2023/24

- Developed detailed financial forecasting model, incorporating aspects of demographic shift in coming decade, impact of likely new treatments commissioned via Welsh Health Specialised Services Committee (WHSSC), likely levels of income change, and other strategic factors
- Modelling of key deliverables, for example, bed demand and bed capacity completed, to facilitate recognition of the scale of challenge needed to cope with demand increases in future years
- Links to other workstreams established, including modelling arising from clinical services plan workstream, long-term modelling for A Healthier Mid and West Wales, community and out-of-hospital planning
- Initial modelling of retirement, recruitment, retention and retraining needs undertaken with support from Human Resources and Organisational Development
- Engagement session with clinical leaders undertaken
- Engagement with senior leaders, via Board Seminars and Executive Team briefings, undertaken to raise awareness

#### Outstanding actions / elements still to be completed

- Only basic investigation of revised policy responses undertaken. Health Board progression from Targeted Intervention for financial management, to Targeted Intervention for operations, planning and finance has shifted focus away from development of a long-term roadmap. More recent focus of the organisation on developing short-term cost saving measures and in-year delivery, rather than the more strategic and medium-term imperative for transformational change
- Necessarily restricted to high level and overview projections as part of the initial investigatory phase. Detailed planning of staffing, assets and facilities not undertaken such quantification would require detailed and specific transformational proposals.
- Wider relationship with other partners, for example, Public Health Wales and Local Authorities not undertaken. Wider determinants of health and the role of social care and associated demand and supply impacts not therefore explicitly considered as part of initial phase.

#### Any other Comments / General Observations

- Likely that this exercise will morph into a short-term focussed future planning objective, given WG's expressed desire that Health Boards across Wales will be expected to reduce service delivery and costs to meet available funding.
- Initial engagement sessions through Board Seminars, Executive Team briefings and clinical engagement session have demonstrated willingness to challenge conventional wisdom and current service delivery models. Key actions in any related future Planning Objectives will be to deepen the conversation and translate into key proposals for revised service delivery, including amalgamation, reduction in service provision and transformation of key aspects of care delivery such as non-elective or acute care.