

## Embedding Foundational Economy Principles

Organisation	Hywel Dda UHB	Date of Mid-Year Report	14 Sept 2022	Mid-Year Report Prepared By	Chris Williams
		Date of End of Year Report	14 April 2023	End of Year Report Prepared By	Chris Williams

The Welsh Government is committed to build on its approach to the foundational economy of Wales. Each organisation within NHS Wales is an ‘anchor institution’ and has significant spending power that can be used to achieve broader policy goals.

Recognising the value of focussed spending in Wales that supports local economic growth, regeneration and community resilience will help address inequalities and socio-economic determinants of health.

Organisations must embed foundational economy principles in strategic plans, spending policies and decisions.

**Reporting Schedule:** Progress is to be reported bi-annually. This form is to be submitted on:

- 14 September 2022 (covering the period 1 April 2022 to 31 August 2022)
- 14 April 2023 (covering the period 1 September 2022 to 31 March 2023)

Completed form to be returned to: [hss.performance@gov.wales](mailto:hss.performance@gov.wales)

Update on the actions implemented during the current operational year to support the embedding of Foundational Economy Principles.

Area of Focus	Key Actions Taken During the Reporting Period	Risks to Delivery, Corrective Actions & By When	Outcome/What Was Achieved
1. <b>Detail of any projects where solution redesign</b> is benefitting Welsh organisations, i.e. redesigning services to enable Wales-based solutions to existing problems.	Development of a revised procurement policy to embed the principles of local sourcing, local resilience and security. Scrutiny and adoption of the policy by Sustainable Resources Committee, and wide promulgation throughout relevant stakeholders / teams. >85% of current expenditure based on catalogue.	Aim is to increase % spend on catalogue further in each successive period (and reduce single tender actions) to improve proportion of spend within Wales.	Assessment of impact is currently being captured via Social Value Portal, and supported by baselining initiative undertaken by Centre for Local Economic Strategies.

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	<p>In addition, the adoption by the Health Board of a business case to develop a new health and wellbeing centre in Cross Hands has resulted in adoption of local procurement / local sourcing solutions for this significant investment.</p> <p>Recently, development of procurement policies to encourage employment of staff resident in Wales – and where possible, resident in Hywel Dda’s area – have been initiated. This is likely to be adopted for both the internal and the external supply chain. The intention is for more of the Welsh pound to remain within Wales.</p> <p>Finally, as a university health board, our research and development team and university partners have been engaging with local and national enterprises to capitalise on the research opportunities available. The TriTech Institute has been promoting innovations in health care</p>	<p>No current risks to the aim to increase local spend through this new Cross Hands development.</p> <p>With advice from NHSWSSP procurement and legal teams, it is unlikely that there would be constraints on adoption. However, much current supply chain expenditure is aggregated at an all-Wales level to take advantage of economies of scale so there may be limited potential unless Hywel Dda decide to adopt a more localised approach.</p> <p>No substantial risks to delivery, with the exception of no major pharmaceutical or other health economy companies within Hywel Dda.</p>	<p>Aim is set targets for monitoring and reporting purposes using reliable and relatively easy to gather measures.</p> <p>This is ongoing – but intention is to create 50 local jobs as a result of the changes to procurement.</p> <p>Development of a clinical research / trials methodology; evaluation of research undertaken; assistance with completion of grant applications for research etc.</p>

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	and aiming to development investment in the health care technology economy.		
<p>2. <b>Detail of any employment initiatives</b> that increases training and employment opportunities for individuals from the geographic area served by your organisation. This should have particular focus on initiatives that target those individuals who are furthest from the labour market e.g. long term unemployed, disabled workers, etc.</p>	<p>Through a re-design of recruitment practices in enhancing community care capacity (see 3 below), worked closely with Pembrokeshire and Carmarthenshire County Councils on recruitment redesign to target and make it substantially easier for “hard to reach” groups to start a career within health and social care. Through initiatives such as “apply-interview-offer” within one hour, previously hesitant / unqualified / long term unemployed labour market entrants were more able to take part in recruitment events without previous discouragement barriers (such as complex application processes, forms, interview processes etc).</p> <p>Additionally, alongside the deprivation mapping project which is ongoing, areas near to hospital sites have been identified where there is employment deprivation. These areas have then been sent leaflets making residents aware of the current employment opportunities within HBUHB with the intention of</p>	<p>Learning from this approach is not suitable for all health board vacancies, but wherever possible the health board will adopt similar principles for entry level positions to help widen access to employment opportunities. Reducing delays in recruitment is highly beneficial to both health board and applicant alike, and making offers on the day of application increases likelihood of take-up of offer.</p> <p>Leaflets were distributed several weeks ago in the Llanelli area, recruitment ongoing. It is intended that this will be expanded to other deprived areas surrounding our acute hospital sites</p>	<p>15 offers made in one recruitment event, with further even planned for in next two weeks. Most offers made to people not previously considering career in health and social care.</p> <p>Ongoing analysis, awaiting the census data availability to compare to the current Welsh indices of deprivation.</p>

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	increasing employment rates where most required.		
3. <b>Detail of any projects where the location and co-location of services and their impact upon other organisations has led to service change.</b>	Development of enhanced home based care services and building community capacity. The aim of this action is to reduce dependency on scarce hospital / community health services, and instead support people to stay at home for longer and facilitate home based care. This has required co-location of traditional local authority commissioned services as well as the increased numbers of health board employed staff.	Current risk is to recruit sufficient numbers of staff in the co-designed / co-delivered service to evidence the effectiveness of the approach. Nevertheless, aim is to create sufficient capacity to create the equivalent of 60–80 beds in the community, and reduce attendance / admission to acute or community hospital. Clear risk of “under-recruitment” – largely due to very low unemployment rate in all three counties, competition for staff to fill entry level roles amongst all employers, relatively low pay band etc.	Agreement between local authorities and health board reached on joint working principles, joint management / oversight, registration requirements etc. Over a dozen staff have been recruited. Performance measurement and monitoring regime has been introduced to assess how far goals are being met.
4. <b>Detail of changes to strategic decision-making processes</b> to ensure items 1-3 above are considered as standard.	Through the creation of a Transformation Steering Group, led by the Health Board’s Deputy Chief Executive, a formal assessment of Foundational Economy principles is undertaken, alongside creation of social	Key challenge at present is to place long term sustainability at the heart of decision making, especially in light of substantial service and financial constraints and pressures. Through the	Commissioning of research from Aberystwyth University to better understand ways to improve social determinants. In

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	value, reducing health and other inequalities, and ensuring consideration of ways to move to a social model of health. All high level planning objectives are viewed through this lens, with external representation and challenge to promote these concepts.	creation of the TSG, it is intended that health board planning and monitoring frameworks, along with decision making processes, are updated to reflect emerging research	addition. “Conversations with a purpose” with local thought leaders undertaken with Baroness Rennie Fritchie to understand and aim to mould local leadership attitudes and behaviours.