



**CYFARFOD BWRDD PRIFYSGOL IECHYD  
UNIVERSITY HEALTH BOARD MEETING**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	25 November 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Integrated Medium Term Plan 2022/25
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Lee Davies, Director of Strategic Development & Operational Planning
<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)**

Ar Gyfer Trafodaeth/For Discussion

**ADRODDIAD SCAA  
SBAR REPORT**

**Sefyllfa / Situation**

The Integrated Medium Term Plan (IMTP) is the key planning document for Hywel Dda University Health Board (HDdUHB) setting out the milestones and actions we are taking in the next one to three years in order to progress our strategy. It should be based on the health needs of our population, delivering quality services, ensuring equitable and timely access, and the steps we will take to deliver our vision for a Healthier Mid and West Wales.

**Cefndir / Background**

The submission of a three year IMTP to Welsh Government (WG) is a statutory obligation. However, for an IMTP to be approvable it must show financial balance over the lifecycle of the Plan and, as such, HDdUHB has not had an approvable Plan to date.

It is the ambition of HDdUHB to produce an approvable IMTP for 2022/25; this is predicated on the Health Board being able to demonstrate financial balance and financial sustainability. Without a plan for financial balance (over the three year period) it is not possible to have an approvable IMTP. In this case, the Health Board would need to produce a Three year/Annual Plan, as has been the case for the previous few years.

It is anticipated that financial balance can only be achieved with additional WG support and that this will likely be required, to some degree, up to the point the HDdUHB can fully implement its strategy, *A Healthier Mid and West Wales*.

Key to securing this support will be:

- Realistic whilst ambitious plans, which meet the ministerial priorities (not only financial)
- Welsh Government's confidence in HDdUHB's ability to deliver on these plans
- Demonstrable alignment across service, finance and workforce plans

## Asesiad / Assessment

### **The Context for the 2022/25 IMTP – Strategic and Planning Objectives**

During the summer of 2020, a Chief Executive-led piece of work was conducted to take stock of the decisions made by the Board over the past three years, our progress to date in achieving our strategic vision, and our learning from the first wave of the pandemic.

From this, the Board agreed a refreshed set of Strategic Objectives that set out the aims of the organisation – the horizon we are driving towards over the long term – as well as a set of specific, measurable Planning Objectives, which move us towards that horizon over the next three years. Our Annual Plan for 2021/22 is based around this refreshed set of Strategic Objectives and Planning Objectives.

The Strategic Objectives remain as:

- **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

This set of Strategic and Planning Objectives:

- Provides clarity about our priorities
- Provides a steer as to how work should be planned, informing our planning cycle
- Allows the Board to measure whether progress is being made

A paper was presented to Board in September 2021 providing an overview in support of the development of the IMTP for 2022/25, noted that a review of the current Planning Objectives had been undertaken with the Executive Team. In summary, all current Planning Objectives were reviewed in order to understand which:

- Have already been completed (and will now become ‘business as usual’ activities)
- Are due to conclude by the end of 2021/22, and whether these will require a new ‘follow-on’ Planning Objective or not
- Are due to continue into 2022/23 and beyond, and whether these will continue, require amendment or cease
- Are deferred from 2021/22 and whether these will start, continue to be deferred, or will be abandoned

Work has been undertaken subsequently to develop the Planning Objectives for 2022/23, the detail of which can be found in Annex 1, and are categorised under each of the six Strategic Objectives as:

- New Planning Objectives for 2022/23
- Revised/reworded Planning Objectives for 2022/23
- Unchanged Planning Objectives for 2022/23

In total there are currently 64 draft Planning Objectives for 2022/23, which include:

- 24 new
- 17 revised/reworded
- 23 unchanged

The Planning Objectives are presented in draft form with a small number still under development and others requiring some revision to ensure they are SMART (Specific; Measurable; Achievable; Realistic; Timely). A full list of will be presented to Board in January 2022 for approval.

These Planning Objectives will have 'Plans on a Page' developed in order that clear actions, milestones, risks and mitigations can be articulated.

In taking the development of the IMTP forward, a number of key tasks are currently underway:

### **Planning Templates**

A series of planning templates have been co-produced between Planning, Workforce and Finance and assured with representatives from the Operational Directorate. These were distributed in September 2021. The templates include:

- Summary of plans, includes:
  - Goal
  - Key Deliverables
  - Timeline
  - KPIs
  - Lead / Responsible Person
  - PO alignment
  - WG Priority alignment
  - Relevant risk reference number on service risk registers
  - Interdependencies with other service plans
- Enablers
- Risk Log
- Workforce requirements
- Finance – opportunities and savings
- Finance - investments

This key triangulation of plans, workforce and finance, is supported by on-going meetings between the lead Executives, to ensure better alignment and integration.

The first cut of submissions from directorates / services / teams have been received; and these have been appraised (by Planning, Finance and Workforce) and collated and presented to the Executive team for discussion. Further work is now underway ahead of the second and final departmental submissions on 6<sup>th</sup> December. In addition, work continues on HDdUHB's financial sustainability roadmap and discussions are taking place with Welsh Government officials. Similarly, a workforce roadmap is being developed, with a first draft expected at the end of November 2021.

### **Timelines**

Following publication of the NHS Wales Planning Framework on 9<sup>th</sup> November 2021, it has been confirmed that WG will require Board approved plans to be submitted by 28<sup>th</sup> February 2022.

### **Argymhelliad / Recommendation**

The Board is asked to note the progress in developing the Planning Objectives for 2022/23, and to note the ongoing process in the development of an IMTP for 2022/25.

<b>Amcanion: (rhaid cwblhau)</b> <b>Objectives: (must be completed)</b>	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	All risks apply
Safon(au) Gofal ac Iechyd: Health and Care Standard(s): <a href="#">Hyperlink to NHS Wales Health &amp; Care Standards</a>	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives: <a href="#">Hyperlink to HDdUHB Strategic Objectives</a>	All Strategic Objectives are applicable
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:	Not applicable
Rhestr Termiau: Glossary of Terms:	Not applicable
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Executive Team Board Seminar

<b>Effaith: (rhaid cwblhau)</b> <b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	This is a key component in the delivery of the IMTP 2022/25
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	This is a key component in the delivery of the IMTP 2022/25
<b>Gweithlu:</b> <b>Workforce:</b>	This is a key component in the delivery of the IMTP 2022/25
<b>Risg:</b> <b>Risk:</b>	Risks will be assessed as part of the ongoing process of both the development of the IMTP 2022/25 and its subsequent monitoring
<b>Cyfreithiol:</b> <b>Legal:</b>	As above
<b>Enw Da:</b> <b>Reputational:</b>	Hywel Dda University Health Board needs to meet the targets set in order to maintain a good reputation with Welsh Government, together with our stakeholders, including our staff
<b>Gyfrinachedd:</b> <b>Privacy:</b>	Not applicable

**Cydraddoldeb:  
Equality:**

Consideration of Equality legislation and impact is a fundamental part of the planning of service delivery changes and improvements.

## ANNEX 1: DRAFT PLANNING OBJECTIVES 2022/23

### Strategic Objective One: Putting people at the heart of everything we do

#### ***New Planning Objectives for 2022/23***

Wording of new Planning Objective	Executive Lead	Comments
Embed the role of OD Relationship Managers across the organisation as integral to the implementation of the cultural change programme, through the development of locally owned people culture plans.	Director of Workforce and OD	Follow-on Planning Objective to 1G
During 2022/23, implement the PODC Committee approved action plan relating to outcomes from the Staff Discovery report and associated surveys e.g. national staff survey; nurse & midwifery health & well-being survey, including actions relating to staff psychological well-being programme, staff experience improvements and the staff awards and recognition scheme	Director of Workforce and OD	Follow-on Planning Objective to 1H
<i>New wording is currently under development as a follow on to Planning Objective 1C</i>	Director of Workforce and OD	
<i>New wording is currently under development as a follow on to Planning Objective 2H</i>	Director of Workforce and OD	
<i>New wording is currently under development as a follow on to Planning Objective 1D</i>	Director of Primary Care, Community and Long Term Care	

#### ***Revised/reworded Planning Objectives for 2022/23***

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
1F	Following the development of processes to co-design the workforce offer for staff relating to (1) Recruitment (2) Induction (3) Policies (4) Employee Relations & (5) Equitable access to training develop implementation plan for each area to deliver revised practices and policies to an agreed roll out schedule to be completed by March 2023	Develop a programme for implementation by July 2021 to co-design with our staff every stage and element of our HR offer that embody our values. This will address: 1. the way the Health Board recruits new staff and provides induction; 2. all existing HR policies; 3. the way in which employee relation matters are managed and 4. equitable access to training and the Health Board's staff wellbeing services.	Director of Workforce and OD	

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
		The resulting changes to policies, processes and approaches will be recommended to the Board in September 2021 for adoption		

**Unchanged Planning Objectives for 2022/23**

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
1B	<p>Building on the success of the command centre, develop a longer-term sustainable model to cover the following:</p> <p>One single telephone and email point of contact – the “Hywel Dda Health Communication HUB”</p> <p>This will incorporate switchboard facilities and existing service based call handling functions into one single call-handling system linking patient appointments, online booking and call handlers</p> <p>All specialist teams (primary care, patient support, staff support) to have their calls answered and routed through this single point of contact</p> <p>Further develop the operation of the surveillance cell set up to support Test, Trace, Protect (TTP)</p> <p>Further develop the incident response and management cell set up to support our COVID-19 response</p> <p>Further develop the SharePoint function, or look at similar other systems that our Local Authority partners use, to facilitate tracking, auditing and reporting of enquiries, responses and actions</p> <p>Develop and implement a plan to roll out access for all patients to their own records and appointments within 3 years</p>	Director of Nursing, Quality and Patient Experience	
1E	<p>During 2020/21 establish a process to maintain personalised contact with all patients currently waiting for elective care which will:</p> <ol style="list-style-type: none"> <li>1. Keep them regularly informed of their current expected wait</li> <li>2. Offer a single point of contact should they need to contact us</li> <li>3. Provide advice on self-management options whilst waiting</li> <li>4. Offer advice on what do to if their symptoms deteriorate</li> <li>5. Establish a systematic approach to measuring harm – bringing together the clinically assessed harm and harm self-assessed by the patient and use this to inform waiting list prioritisation</li> <li>6. Offer alternative treatment options if appropriate</li> <li>7. Incorporate review and checking of patient consent</li> </ol> <p>This process needs to roll out through 2022/23</p>	Director of Nursing, Quality and Patient Experience	
1A	Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years	Director of Workforce and OD	

## Strategic Objective Two: Working together to be the best we can be

### ***New Planning Objectives for 2022/23***

Wording of new Planning Objective	Executive Lead	Comments
By December 2022 develop a revised Occupational Health & Staff wellbeing offer which supports staff to remain in work, offers support when absent and provides alternative opportunities when health impacts on individuals	Director of Workforce and OD	
Develop a suite of “Future Shot” Leadership Programmes to underpin the implementation of the Future Generations Act intentions locally, including the design of an integrated graduate leadership succession programme by March 2023.	Director of Workforce and OD	

### ***Revised/reworded Planning Objectives for 2022/23***

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
2B	In relation to equality, diversity and inclusion, co-ordinate actions to implement the statutory duties of the Equality Act 2010, ensuring that a Strategic Equality Plan and Objectives are established, and progress is reported to Board at least annually.	<p>In relation to equality, diversity and inclusion, develop and implement a rolling programme of training to raise the awareness of all Health Board staff and, as part of the process:</p> <ol style="list-style-type: none"> <li>1. Ask participants to agree specific actions they can take as either individuals or teams in their areas to create/enhance genuinely inclusive and accessible services for our population and support for our staff</li> <li>2. Establish a process to monitor and feedback to Board on progress and successes.</li> </ol> <p>This programme should be completed by March 2024 and progress reported to Board at least annually as well as providing the basis of evidence for the Stonewall Workplace Equality Index, the first submission of which needs to be completed by the end of September 2021.</p>	Director of Public Health	Previously deferred Planning Objective to begin in 2022/23
2H	By March 2023 construct a comprehensive development programme (incorporating existing programmes) for the whole organisation which nurtures talent, supports succession planning	By October 2021 construct a comprehensive development programme (incorporating existing programmes) for the whole organisation which nurtures talent, supports succession planning	Director of Workforce and OD	Existing Planning Objective continuing into 2022/23



PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	and offers teams and individuals the opportunity to access leadership development.	and offers teams and individuals the opportunity to access leadership development.		
2D	By March 2023 develop a clinical education plan with the central aim to develop from within and attract from elsewhere, the very best clinicians. This plan will set out the educational offer for nurses, therapists, health scientists, pharmacists, dentists, doctors, optometrists, public health specialists and physicians associates. It will also set out how we will support this with access to the best clinical educators, facilities (training, accommodation and technology) and a clear plan to grow both the number of clinicians benefiting from education and the capacity to support this	By December 2021 develop a clinical education plan with the central aim to develop from within and attract from elsewhere, the very best clinicians. This plan will set out the educational offer for nurses, therapists, health scientists, pharmacists, dentists, doctors, optometrists, public health specialists and physicians associates. It will also set out how we will support this with access to the best clinical educators, facilities (training, accommodation and technology) and a clear plan to grow both the number of clinicians benefiting from education and the capacity to support this	Director of Workforce and OD	
2G	By March 2023 construct a comprehensive workforce programme to encourage our local population into NHS and care related careers aimed at improving the sustainability of the Health Board's workforce, support delivery of the Health Board's service objectives (both now and in the future) and offer good quality careers for our local population. This should include an ambitious expansion of our apprenticeship scheme	By October 2021 construct a comprehensive workforce programme to encourage our local population into NHS and care related careers aimed at improving the sustainability of the Health Board's workforce, support delivery of the Health Board's service objectives (both now and in the future) and offer good quality careers for our local population. This should include an ambitious expansion of our apprenticeship scheme	Director of Workforce and OD	

### ***Unchanged Planning Objectives for 2022/23***

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
2A	Develop a Health Board specific plan that responds to the Regional Carers Strategy, and complete implementation by March 2024	Director of Public Health	
2E	From April 2021 develop a programme of activities which promote awareness of the Health Board's official charity and the opportunities available to raise and use funds to make a positive difference to the health, wellbeing and experience of patients, service users and staff across Hywel Dda University Health Board.  Develop clear processes for evidencing the impact of our charitable expenditure on our patients, service users and staff fundraising activities and expenditure on our staff, the	Director of Nursing, Quality and Patient Experience	The Planning Objective will remain the same but a new set of supporting actions are to be developed.

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
	patients and the public with the aim of increasing our income and expenditure levels on an annual basis.		

### Strategic Objective Three: Striving to deliver and develop excellent services

#### ***New Planning Objectives for 2022/23***

Wording of new Planning Objective	Executive Lead	Comments
<i>Wording on a Welsh Language Planning Objective will be developed</i>		Awaiting arrival of Director of Communications and Welsh Language
<i>Wording on a Communications Planning Objective will be developed</i>		Awaiting arrival of Director of Communications and Welsh Language

#### ***Revised/reworded Planning Objectives for 2022/23***

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
3A	To build a quality assurance strategy: improving together which supports and drives quality (and performance) across the organisation aligned to our strategic objectives and outcomes. The strategy will encourage a strategic improvement approach, including quality and performance, and will be clear on expectations and accountability arrangements from Board to all Health Board teams. It will include the development of a culture of continuous improvement; and the systems and tools needed to support such a culture. The focus will be to motivate and support colleagues at all levels to strive for excellence. This will be implemented from June 2021, and rolled out across the whole organisation over three years.	To develop and implement a comprehensive approach to performance delivery and quality management that enables staff at all levels to strive for excellence whilst effectively delivering the basics. This approach will incorporate all performance requirements set by the Board, WG, regulators and inspectors and will be fully rolled out to all staff with managerial responsibilities by 31 <sup>st</sup> March 2022.	Director of Finance	Existing Planning Objective continuing into 2022/23
3E	Advanced Analytics - creation of a self-service Advanced Analytical Platform that will, provide real-time, integrated, easily accessible data to support our clinicians and managers providing the Insight, Foresight, and Oversight to assist with day to day operational and strategic planning. Incorporate continuous innovation into our approach by utilising current and appropriate technologies, best practices and	Business intelligence and modelling – to establish real-time, integrated, easily accessible and comprehensible data to support our clinicians and managers with day to day operational planning as well as support the organisation's strategic objective to improve value of its services and shift resources into primary and community settings. The initial phase of this, involving as a minimum hospital	Director of Finance	Existing Planning Objective continuing into 2022/23

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	direction from latest research and publications, such as Machine Learning, Artificial Intelligence, Time Series, and Cluster Analysis. We will develop a risk stratification model approach, using predictive / cluster analytics which will look to provide evidence for new approaches to the management of chronic conditions that are needed 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 2024	data, should be in place by September 2021 with full inclusion of all health and social care data (as a minimum) by March 2024		

***Unchanged Planning Objectives for 2022/23***

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
31	To implement contract reform in line with national guidance and timescales	Director of Primary Care, Community and Long Term Care	

## Strategic Objective Four: The best health and wellbeing for our communities

### ***New Planning Objectives for 2022/23***

Wording of new Planning Objective	Executive Lead	Comments
Following implementation of the local plan to deliver "Healthy Weight: Healthy Wales" measure and report the impact and develop a 3 year plan to promote system leadership and working across areas locally for delivery of Level 2 and Level 1 services.	Director of Public Health	Follow-on Planning Objective to 4G
Following implementation of a comprehensive social prescribing model in line with regionally agreed Standards and Principles for Social Prescribing and Connected Communities across the Region. Measure and report the impact and develop a plan to increase capacity and impact which will be aligned to the new national framework.	Director of Public Health	Follow-on Planning Objective
Co-ordinate the development of a Health Board plan to drive forward improved outcomes for Veterans and members of the Armed Forces community, in line with the Armed Forces Covenant.	Director of Public Health	Follow-on Planning Objective to 4I
In partnership with the PSBs and RPB, establish a regional oversight group to develop and promote a broad range of actions that will promote the social model for health and well-being.	Director of Public Health	
To develop and implement the strategy to improve population health so that everyone within HDUHB can expect to live more of life in good health by: <ol style="list-style-type: none"> <li>1) Having clear action plans for addressing the biggest preventable risk factors for ill health and premature death including tobacco, obesity and harmful use of drugs and alcohol and</li> <li>2) by addressing health disparities to break the link between background and prospects for a healthy life through strong partnership working</li> </ol>	Director of Public Health	
By March 2023, implement and embed our approach to continuous engagement through: <ul style="list-style-type: none"> <li>• Providing training on continuous engagement and our duties to engage / consult around service changes</li> <li>• Implementing structures and mechanisms to support continuous engagement</li> <li>• Introducing a Continuous Engagement Toolkit, including guidance and templates</li> </ul>	Director of Strategic Developments and Operational Planning	Follow-on Planning Objective to 2C

### ***Revised/reworded Planning Objectives for 2022/23***

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
4J	Work in partnership with the Public Service Boards (PSBs) and Regional Partnership Boards to ensure the publication of the statutory Well-being and Population Assessments by Q1 2022/23, and the completion of PSB Well-being Plans and an Area Plan by Q1 2023/24.	Publish a comprehensive population needs assessment covering both the health and wellbeing needs of the local population. This will need to be done in full partnership with Public Service Boards (PSBs) and the Regional Partnership Board (RPB). By April 2023 publish a revised Area Health and Wellbeing plan based on these assessments.	Director of Public Health	Previously deferred Planning Objective to begin in 2022/23

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
		Implement the 1st year of these plans by March 2024		
4A	Co-ordinate the development of a Health Board plan to drive forward improved outcomes for Homeless and Vulnerable Groups including: homeless people, refugees and asylum seekers, and for people with sensory loss in line with NHS Delivery Framework targets.	Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related public health within the next 3 years	Director of Public Health	Previously deferred Planning Objective to begin in 2022/23
4H	Review and refresh the Health Board's emergency planning and civil contingencies / public protection strategies and present to Board by December 2022. This should include learning from the COVID 19 pandemic. The specific requirement set out in 4.H.i will be addressed as part of this	Review and refresh the Health Board's emergency planning and civil contingencies / public protection strategies and present to Board by December 2021. This should include learning from the COVID 19 pandemic. The specific requirement set out in 4.H.i will be addressed as part of this	Director of Public Health	Previously deferred Planning Objective to begin in 2022/23
4M	To create sustainable and robust health protection services, including a sustainable TB services model for Hywel Dda UHB	In relation to the Llwynhendy TB outbreak complete all outstanding screening and establish sufficient service capacity to provide appropriate treatment to all patients identified as requiring it by March 2021	Director of Public Health	Previously deferred Planning Objective to begin in 2022/23

#### **Unchanged Planning Objectives for 2022/23**

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
4K	By September 2022, arrange a facilitated discussion at Board which is aimed at agreeing our approach to reducing Health Inequalities. This must include an analysis of current health inequalities, trends and causes, potential options to address the inequalities (e.g. Allocate disproportionate resource to the most disadvantaged or by "Proportionate Universalism") and identify tools and interventions aimed at addressing the causes. Develop specific planning objectives by September 2023 in preparation for implementation in 2024/5.	Director of Public Health	Previously deferred Planning Objective to begin in 2022/23
4B	Develop and implement plans to deliver, on a sustainable basis, locally prioritised performance targets related to public health within the next 3 years	Director of Public Health	Previously deferred Planning Objective to begin in 2022/23
4D	Develop and implement plans to deliver, on a sustainable basis, national performance targets related to bowel, breast and cervical screening within the next 3 years	Director of Public Health	Previously deferred Planning Objective to begin in 2022/23

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
4E	Implement a plan to train all Health Board Therapists in “Making Every Contact Count”, and offer to their clients by March 2022	Director of Therapies and Health Science	
4P	Develop a COVID Recovery service to provide a comprehensive individualised person centred to support the symptom based needs of people directly affected by Covid-19	Director of Therapies and Health Science	
4O	Develop and implement a food health literacy programme for Year 5 children with a pilot taking place in 2021/22, with scaling to all 3 counties of Hywel Dda within the next 3 years. The longer term goal will be to make this routine for all children in the area within the next 10 years	Director of Therapies and Health Science	

## Strategic Objective Five: Safe, sustainable, accessible, and kind care

### ***New Planning Objectives for 2022/23***

Wording of new Planning Objective	Executive Lead	Comments
By July 2022 a Health Board wide Palliative Care Triumvirate will be established with a pooled budget to lead on the implementation of the approved Palliative Care and End of Life Care Strategy. This will deliver on five key outcomes; a regional commissioning framework for third sector delivered services, an evidenced workforce model based on capacity and demand plan with equitable training opportunities, a service model based on best practice from the Swan/Cygnnet model, an outcomes and delivery dashboard in line with new national requirements, and implementation of the estates benchmarking review. By March 2023 the Triumvirate, in partnership and collaboration with the service, will clearly identify the priority gaps for next wave of strategy implementation.	Director of Primary Care, Community and Long Term Care	
Complete a review of all Health Care Standards including evidence of compliance. Ensuring engagement with WG and all Wales work during 2021-2022 to develop the national guidance that supports the quality and engagement Act. From this work, we will ensure that the UHB is prepared for the implementation of the duty of quality in 2023, including the proposal of new Planning Objectives for implementation in 2022/23	Director of Nursing, Quality and Patient Experience	
<i>New wording is currently under development as a follow onto Planning Objective 5H</i>	Director of Primary Care, Community and Long Term Care	
<i>New wording is currently under development as a follow onto Planning Objective 5P</i>	Director of Primary Care, Community and Long Term Care	
<i>New wording is currently under development as a follow onto Planning Objective 6K</i>	Director of Operations	

### ***Revised/reworded Planning Objectives for 2022/23***

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
5M	Implement the existing national requirements in relation to clinical and other all-Wales IT systems within expected national timescales. Develop a plan to progress to Level 5 of the 7 Levels of the Healthcare Information and Management Systems Society (HIMSS) maternity matrix.	Implement the existing national requirements in relation to clinical and other all-Wales IT systems within expected national timescales. Develop a plan and implement the full role out of the electronic patient record within 3 years. This should be real time, easily accessible, comprehensible, relevant, secure and integrated	Director of Finance	Existing Planning Objective continuing into 2022/23
5C	5C Produce and agree final business cases by xxxx in line with the vision and design assumptions set out in 'A Healthier Mid and West Wales' for:	5C Produce a final business case by March 2024 for the implementation of a new hospital in the south of the Hywel Dda area for the provision of urgent and planned care (with	Director of Strategic Development and	Merging of previous Planning Objectives 5C, 5D, and 5E



PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	<ul style="list-style-type: none"> <li>the repurposing or new build of GGH and WGH</li> <li>implementation of a new urgent and planned care hospital (with architectural separation between them) within the zone of Narberth and St Clears</li> </ul> <p>Work with partners to develop and address access, travel, transport and the necessary infrastructure to support the service configuration taking into account the learning from the COVID pandemic (See specific requirements 5ci, 5cii)</p> <p>Develop plans for all other infrastructure requirements in support of the health and care strategy.</p> <p>5c i - ensure the new hospital uses digital opportunities to support its aims to minimise the need for travel, maximise the quality and safety of care and deliver the shortest, clinically appropriate lengths of stay.</p> <p>5cii - Implement the requirements of 'My charter' to involve people with a learning disability in our future service design and delivery.</p>	<p>architectural separation between them). This will be on a site between Narberth and St Clears. Using the experience and change brought about by the COVID pandemic, the plan should be focussed on minimising the need for patients and staff to attend and, for those who require overnight care, the shortest clinically appropriate length of stay (see specific requirements 5.c.i.)</p> <p>5D Produce and agree the final business case by March 2024 for the repurposing of the GGH and WGH sites in line with the strategy published in November 2018 (see specific requirements 5.d.i)</p> <p>5E With relevant partners, develop a plan by 2024 to address access, travel, transport and the necessary infrastructure to support the new hospital configuration taking into account the learning from the COVID pandemic (see specific requirements 5.e.i)</p>	Operational Planning	

### **Unchanged Planning Objectives for 2022/23**

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
5A	Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to Quality & Safety, Primary care, Secondary care and MH services within the next 3 years (see specific requirements 5.a.i). These plans must be consistent with the Health Board's Strategy - "A Healthier Mid and West Wales"	Director of Nursing, Quality and Patient Experience	
5B	Develop and implement plans to deliver, on a sustainable basis, locally prioritised performance targets related to Quality & Safety, Primary care, Secondary care and MH	Director of Nursing, Quality	

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
	services within the next 3 years (see specific requirements 5.b.i). These plans must be consistent with the Health Board's Strategy - "A Healthier Mid and West Wales"	and Patient Experience	
5J	Develop and implement a comprehensive and sustainable 24/7 community and primary care unscheduled care service model	Director of Primary Care, Community and Long Term Care	
5K	Establish a new process that involves all clinical service areas and individual clinical professionals, whereby we assess ourselves against local and national clinical effectiveness standards/NHS Delivery Framework requirements and fully contribute to all agreed national and local audits (including mortality audits). All areas and clinicians will need to be able to demonstrate their findings have been used to learn and improve and the process needs to be embedded within the Health Boards Quality and Governance process	Medical Director	
5L	Implement the making nutrition matter – dietetics expansion plan within two years as agreed at Board on 26th September 2019	Director of Therapies and Health Science	
5F	Fully implement the Bronglais Hospital strategy over the coming 3 years as agreed at Board in November 2019 taking into account the learning from the COVID pandemic	Director of Operations	Any amended wording to be confirmed
5G	Implement the remaining elements of the Transforming MH & develop and implement a Transforming LD strategy in line with "Improving Lives, Improving Care" over the next 3 years and also develop and implement a plan for Transforming specialist child and adolescent health services (CAMHS) and autistic spectrum disorder and ADHD.	Director of Operations	Any amended wording to be confirmed
5I	Undertake a comprehensive assessment of all Health Board Children & Young People Services to identify areas for improvement. From this, develop an implementation plan to address the findings by March 2024 at the latest. The assessment process and implementation plan should include the voices of children and young people and have clear links to the wider work being progressed by the RPB	Director of Operations	Any amended wording to be confirmed
5N	Implement all outstanding plans in relation to National Networks and Joint Committees. This will include commitments agreed with Swansea Bay UHB/A Regional Collaboration for Health (ARCH), Mid Wales Joint Committee, Sexual Assault Referral Centre (SARC), National Collaborative	Director of Operations / Director of Nursing, Quality and Patient Experience (SARC) / Director of Therapies and Health Science (HASU) /	Any amended wording to be confirmed

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
		Director of Workforce and OD (Aber Uni and cross border workforce issue) / Medical Director (ARCH)	
50	Develop and implement a plan to address Health Board specific fragile services, which maintains and develops safe services until the new hospital system is established		Any amended wording to be confirmed
No reference currently assigned	Develop and deliver an implementation programme that will ensure effective operational implementation of the Liberty Protection Safeguards legislation across the health board by 1st April 2022.	Director of Operations	Any amended wording to be confirmed – the code of practice to support the implementation of the legislation has yet to be released by UK Government and so implementation will be after April 2022

## Strategic Objective Six: Sustainable use of resources

### ***New Planning Objectives for 2022/23***

Wording of new Planning Objective	Executive Lead	Comments
<p>Implementing and further developing an activity based condition and pathway costing programme, that both aligns and integrates to Planning Objectives 6D and 6E. Principally:</p> <ul style="list-style-type: none"> <li>• Through engagement at each project inception to offer a financial consideration of Value Based Healthcare to all potential projects.</li> <li>• Then prioritising and implementing costing projects with reference to furthering organisational strategy and the likelihood of producing intelligence and evidence that supports operational and clinical change.</li> <li>• Exploring further innovation and development in the application of this costing approach.</li> </ul>	Director of Finance	Merging of Planning Objectives 6J (Savings) with 6A (3 year plan) and 6C (5 year plan)
<p>Develop a robust Cyber Security Framework by March 2022 that provides a timeline and actions to protecting Health Board information, ensuring confidentiality, integrity of assets and data and availability. To achieve and maintain these goals, we will:</p> <ul style="list-style-type: none"> <li>• determine the assets that are so important to the business that they need to be kept secure at all times (Information Assets Registers);</li> <li>• identify the threats and risks (Routine Cyber Security Penetration Testing);</li> <li>• identify the safeguards that should be put into place to deal with these threats and risks;</li> <li>• monitor the safeguards and assets to manage security breaches (Cyber Security Framework);</li> <li>• respond to cyber security issues as they occur, and;</li> <li>• update and adjust safeguards in response to changes in assets, threats and risks.</li> </ul>	Director of Finance	
<p>To develop intelligent automation, where traditional robotic process automation (RPA) technology will be combined with AI and additional capabilities such as natural language processing, to address many of the barriers with have as a Health Board. Introducing the concept of a “digital worker” which can automate any business process, interacting with line-of-business applications in the same way as a human worker, but more quickly, accurately and continuously by routinely entering or extracting data and then processing to be presented to users for secondary uses.</p>	Director of Finance	
<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> </ul>	Director of Finance	

Wording of new Planning Objective	Executive Lead	Comments
<p>To measure deprivation on an ongoing basis to allow corporate and operational health board responses which begin to address social deprivation challenges. This will include:</p> <ul style="list-style-type: none"> <li>• Development of a recruitment strategy to support those from our most deprived or marginalised communities to gain employment within the Health Board. (Aligned to PO 1F).</li> <li>• Development of a commercial strategy which supports wealth building within our local communities.</li> <li>• Development of Community Wealth Building baseline assessment commissioned by the Centre for Local Economic Strategies.</li> </ul>	Director of Finance	

**Revised/reworded Planning Objectives for 2022/23**

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
6B	Develop a continuous approach to Finance Business Partnering that pioneers Financial Sustainability across all organisational areas, including service change, value improvements and income opportunities, in harmony with other corporate partners/relationship managers (Planning Objectives 1G [Workforce] and 2A & 3F [Improving Together]).	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	Existing Planning Objective continuing into 2022/23
6F	<p>Implementing and further developing an activity based condition and pathway costing programme, that both aligns and integrates to Planning Objectives 6D and 6E. Principally:</p> <ul style="list-style-type: none"> <li>• Through engagement at each project inception to offer a financial consideration of Value Based Healthcare to all potential projects.</li> <li>• Then prioritising and implementing costing projects with reference to furthering organisational strategy and the likelihood of producing intelligence and evidence that supports operational and clinical change.</li> <li>• Exploring further innovation and development in the application of this costing approach.</li> </ul>	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 Finance	Existing Planning Objective continuing into 2022/23
6G	During the first quarter 2022/23 develop and endorse a strategic roadmap to respond to the Welsh Government ambition for NHS Wales to	To develop a plan during 2021/22 and begin implementation within the next 3 years to make all Health Board services carbon neutral by	Director of Strategic Development and	

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	<p>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 as exemplars for the NHS and wider public sector. The overall aim will be to reduce the Health Board's carbon footprint to support the wider public sector ambition to address the climate emergency.</p>	<p>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 our staff and public.</p>	<p>Operational Planning</p>	
6H	<p>By the end of 2022/23 develop our Social Value strategy and deliver the in-year action. The Strategy will outline our collective ambition and vision for Social Value and incorporate a clear action plan. We will also develop a means to measure and evaluate the impact of the strategy. The strategy will be an umbrella strategy which incorporates the key pillars of work being undertaken by;</p> <ul style="list-style-type: none"> <li>• Intelligence: determine the communities and impact which have the greatest needs; assess the assets within those communities 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> </ul>	<p>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:</p> <ul style="list-style-type: none"> <li>- Length and degree of fragility</li> <li>- Opportunities for local sourcing in support of the foundational economy</li> <li>- Carbon footprint</li> <li>- Opportunities to eliminate single use plastics and waste</li> </ul> <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>	<p>Director of Finance</p>	

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	<ul style="list-style-type: none"> <li>Carbon: measuring our carbon footprint and pointing to areas of greatest impact for decarbonisation measures</li> <li>Physical assets: extracting social value from our physical estate through design and build, usage and maintenance</li> </ul> <p>We will establish a Social Value Community of Practice to provide a focus and momentum for delivery.</p>			

***Unchanged Planning Objectives for 2022/23***

PO Reference	Wording of Planning Objective	Executive Lead	Comments
Not applicable			