

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	27 January 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	Integrated Medium Term Plan 2022/25
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategic Development and Operational Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Dr Daniel Warm, Head of Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)
Ar Gyfer Penderfyniad/For Decision

**ADRODDIAD SCAA
SBAR REPORT**

<p><u>Sefyllfa / Situation</u></p> <p>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.</p>
<p><u>Cefndir / Background</u></p> <p>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.</p> <p>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 or annual plan, depending on discussion with WG, as has been the case for the previous few years.</p>
<p><u>Asesiad / Assessment</u></p> <p>The Context for the 2022/25 IMTP – Strategic and Planning Objectives</p> <p>During the summer of 2020, a Chief Executive-led exercise 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.</p> <p>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.</p>

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 report was presented to Board in September 2021 providing an overview in support of the development of the IMTP for 2022/25, noting 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, a draft of which was submitted to Board in November 2021. Work has continued on development of the Planning Objectives, the detail of which can be found in Annex 1, and the wording of which are the 'long form'. Prior to submission of the IMTP, shorter versions will be produced for inclusion in the IMTP and these will also be used within the Board Assurance Framework. The proposed Planning Objectives 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 68 draft Planning Objectives for 2022/23, which include:

- 28 new
- 21 revised/reworded
- 19 unchanged

These Planning Objectives have been developed through on-going engagement with key stakeholders, including the Community Health Council.

The Planning Objectives will have 'Plans on a Page' developed in order that clear actions, milestones, risks and mitigations can be articulated. Additionally, the Chief Executive will be meeting all of the Executives to review their specific Planning Objectives in late January/early February 2022.

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

Planning Templates

As previously indicated to Board in November 2021, a series of planning templates has been co-produced between Planning, Workforce and Finance, assured with representation from the Operational Directorate. Initial submissions were made in October 2021, followed by final submissions highlighting key priorities in December 2021. In order to support the potential prioritisation of submissions, each was asked to submit a 'Plan on a Page' which focused on:

- Alignment
- Anticipated impact
- Achievability and risks
- Affordability

These have been appraised (by Planning, Finance and Workforce), collated and presented to the Executive team for discussion.

In addition, work continues on the HDdUHB's financial sustainability roadmap and discussions are taking place with Welsh Government officials. Similarly, a workforce roadmap is being developed.

NHS Planning Framework

The NHS Planning Framework was released on 9th November 2021 ([NHS Wales Planning Framework 2022 to 2025 | GOV.WALES](#)), and re-iterates the Ministerial Priorities, namely:

- A Healthier Wales - as the overarching policy context
- Population health, through the lens of pandemic experience and health inequity
- COVID-19 response
- NHS recovery
- Mental Health and emotional wellbeing
- Supporting the health and care workforce
- NHS Finance and managing within resources
- Working alongside Social Care

Alongside our Planning Objectives, these Ministerial Priorities will drive the content and structure of our IMTP.

Timelines

Following publication of the NHS Wales Planning Framework on 9th November 2021, it was initially indicated that WG would require Board approved plans to be submitted by 28th February 2022. However, given the current COVID situation, and pressures on the healthcare system, this timeline has been amended by WG such that an IMTP must be submitted by 31st March 2021.

If a Health Board decides that it cannot submit a Board approved and financially balanced plan, they must inform the NHS Wales Chief Executive, by way of an Accountable Officer Letter, by 28th February 2022. Failure to submit an IMTP will breach the statutory duty under the Finance (Wales) Act 2014 and may influence the escalation status of NHS organisations.

Financial Allocation

Health Boards and Trusts were issued with financial allocation letters on 21st December 2021. The Health Board Finance team has undertaken an early review of the implications of the allocation for our plan and held further discussions with Welsh Government colleagues. Clarification has been sought and received on a number of items, the outcome of which

suggests that the Health Board is likely to face an extremely challenging financial position for 2022/23, as will the rest of NHS Wales. The Executive Team are assessing options for the Health Board in light of this and, in particular, our ability to produce a balanced three-year plan and therefore submit an approvable IMTP. This will be discussed further at Board Seminar in February 2022, ahead of the IMTP/annual plan being finalised and brought for approval to the March 2022 Public Board meeting.

Argymhelliad / Recommendation

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

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

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): Hyperlink to NHS Wales Health & Care Standards	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives: Hyperlink to HDdUHB Strategic Objectives	All Strategic Objectives are applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Not applicable
Rhestr Termiau: Glossary of Terms:	Not applicable
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Executive Team Board Seminar

Effaith: (rhaid cwblhau)

Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	This is a key component in the delivery of the IMTP 2022/25
Ansawdd / Gofal Claf: Quality / Patient Care:	This is a key component in the delivery of the IMTP 2022/25

Gweithlu: Workforce:	This is a key component in the delivery of the IMTP 2022/25
Risg: Risk:	Risks will be assessed as part of the ongoing process of both the development of the IMTP 2022/25 and its subsequent monitoring
Cyfreithiol: Legal:	As above
Enw Da: Reputational:	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
Gyfrinachedd: Privacy:	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 by October 2022.	Director of Workforce and OD	Follow-on Planning Objective to 1G. Carries over 2 years.
Following the development and design of the “Making a Difference” Customer Service programme, implement a plan to focus on delivery and measuring outcomes, with all members of staff to have completed the programme by September 2024.	Director of Workforce and OD	
To sustain a family liaison service in appropriate inpatient and clinical settings from April 2022	Director of Nursing, Quality and Patient Experience	

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	<p>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:</p> <ol style="list-style-type: none"> 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. <p>The resulting changes to policies, processes and approaches will be recommended to the Board in September 2021 for adoption</p>	Director of Workforce and OD	

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"> 1. Keep them regularly informed of their current expected wait 2. Offer a single point of contact should they need to contact us 3. Provide advice on self-management options whilst waiting 4. Offer advice on what do to if their symptoms deteriorate 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 6. Offer alternative treatment options if appropriate 7. Incorporate review and checking of patient consent <p>This process needs to roll out through 2022/23</p>	Director of Nursing, Quality and Patient Experience	
1A	<p>Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years</p>	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 February 2023 develop an integrated Occupational Health & Staff psychological wellbeing offer which supports staff to remain in work, offers support when absent and provides alternative opportunities when health impacts on an individual's ability to be in role.	Director of Workforce and OD	
Develop a suite of "Future Shot" Leadership Programmes to underpin the implementation of the Future Generations Act intentions locally, as well as supporting the sustainability agenda and developing the change ability of the organisation to respond. This includes the design of an integrated graduate leadership succession programme by March 2023, ready for implementation from April 2023 onwards.	Director of Workforce and OD	
Building on the foundational learning from the Discovery Report and regular and up to date multisource staff feedback, ensure that a deeper level of organisational listening, learning and cultural humility is developed by February 2023.	Director of Workforce and OD	
Develop a strategic plan by June 2022 to ensure the retention of our new and existing staff through the improvement of our engagement with staff and a reduction in turnover.	Director of Workforce and OD	
Following the success of the Apprenticeship Academy, create an ambitious plan to increase the offer of apprenticeship opportunities to include a wider scope of both clinical and non-clinical roles by September 2022. This should include offering supported and graduate apprentice programmes as well as creating Joint apprenticeships in partnership with social care, working towards the new social model of health by March 2023	Director of Workforce and OD	Follow-on Planning Objective to 2G. Some elements have moved to Planning Objective 6H.
To sustain and develop the Arts in Health Programme by March 2023 to promote and encourage the use of the arts in the healthcare environment to make a positive contribution to the well-being of our patients, service users and our staff.	Director of Nursing, Quality and Patient Experience	

Revised/reworded Planning Objectives for 2022/23

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
2A	Develop a Health Board specific plan that contributes to reducing inequalities for unpaid Carers and responds to the priorities set out in the national and regional Carers Strategy. Ensure an annual update on progress and outcomes is provided to Board by 31 st July each year.	Develop a Health Board specific plan that responds to the Regional Carers Strategy, and complete implementation by March 2024	Director of Public Health	

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 an Annual report on progress is submitted to Board by 30 th September each year.	<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"> 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 2. Establish a process to monitor and feedback to Board on progress and successes. <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 2024, ensure implementation of a programme to support the cultural re-purposing of leadership in Hywel Dda in the context of the emergence from the pandemic. This will be evidence based, fit for future demand and aligned with our Improving Together concepts. It includes the delivery of a comprehensive range of leadership development programmes within a succession planning framework.	By October 2021 construct a comprehensive development programme (incorporating existing programmes) for the whole organisation which nurtures talent, supports succession planning and offers teams and individuals the opportunity to access leadership development.	Director of Workforce and OD	
2D	Create a clinical education governance structure which supports the transition to inter-professional education with the aim of developing from within and attracting from elsewhere, the very best clinicians. This will provide a structure/framework to support our educational offer for all clinical pathways with the long-term aim of creating a multi-disciplinary clinical education plan by September 2022. This plan will outline an	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	Director of Workforce and OD	

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	ambitious expansion to the clinical grow your own pathways to commence in September 2022	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		
2G	Following the success of the Apprenticeship Academy, create an ambitious plan to increase the offer of apprenticeship opportunities to include a wider scope of both clinical and non-clinical roles by September 2022. This should include offering supported and graduate apprentice programmes as well as creating Joint apprenticeships in partnership with social care, working towards the new social model of health by March 2023	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
2E	<p>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.</p> <p>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 patients and the public with the aim of increasing our income and expenditure levels on an annual basis.</p>	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.

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
By March 2023 to undertake a review of the existing security arrangements within the Health Board with particular reference to strengthening the following areas: <ul style="list-style-type: none"> • Physical Security • Automated locks • CCTV • Access Control Systems • Intruder Alarms • Communication Systems • Human Factors • Patient and Staff Personal Property • Local Management and staff ownership 	Director of Nursing, Quality and Patient Experience	
By March 2023 the Health Board will be in a position to respond to the requirements of the Quality & Engagement Act. The specific actions that will be put in place to support organisational readiness will be informed by the work undertaken to review the Health & Care Standards during 2021/2022 and the receipt of any formal guidance related to the Act.	Director of Nursing, Quality and Patient Experience	Follow-on Planning Objective to 3C.

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 management system approach which uses improving together as a delivery vehicle. This will supports and drives quality and performance across the organisation aligned to our strategic objectives and outcomes. The system will encourage a strategic improvement approach, including quality and performance, and will be clear on expectations and accountability arrangements	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 st March 2022.	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
	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. Work will commence from June 2021, and rolled out across the whole organisation over three years.			
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 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	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 data, should be in place by September 2021 with full inclusion of all health and social care data (as a minimum) by March 2024	Director of Finance	Existing Planning Objective continuing into 2022/23
3H	By March 2023 establish a process to gather and disseminate learning from the delivery of all Planning Objectives as part of the organisation's formal governance systems with equal importance placed on this as is placed on risk management and assurance. This learning will come from both within the organisation as it implements objectives and from our local population in their experience of the services	From April 2021 establish a process to gather and disseminate learning from the delivery of all Planning Objectives as part of the organisation's formal governance systems with equal importance placed on this as is placed on risk management and assurance. This learning will come from both within the organisation as it implements objectives and from our local population in their experience of the services	Board Secretary	

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	delivered as a result of the objective being achieved	delivered as a result of the objective being achieved		
3G	Implement the Research and Innovation Strategic Plan (2021-24) to increase research, development, and innovation activity, and the number of research investigators sufficient to deliver the Health Board, Welsh Government and HCRW expectations and improvement targets (see specific requirement 3.G.i). The plan will be implemented in partnership with universities, life science companies, and public service partners, so as to maximise the development of new research, technologies and services that improve patient care and health outcomes. The portfolio will target an expansion of activity into new areas of organisational, clinical and academic strength, including ophthalmology, orthopaedics, women and children's health, sexual and primary care. A function spanning clinical engineering, research and innovation (TriTech) will also target a threefold increase in technology trials	Develop and implement a 3 year strategic plan to increase research, development, and innovation activity, and number of research investigators sufficient as a minimum to deliver the Welsh Government and Health and Care Research Wales expectations and improvement targets (see specific requirement 3.G.i). The plan will be developed in partnership with universities, life science companies, and public service partners so as to maximise the development of new technologies and services that improve patient care and health outcomes. While making further progress in established areas including respiratory, oncology, and diabetes studies, the portfolio will target and expand into areas of organisational clinical and academic strength, including ophthalmology, orthopaedics, anaesthetics, and mental health. A function spanning clinical engineering, research and innovation will also target a threefold increase in technology trials	Medical Director	

Unchanged Planning Objectives for 2022/23

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
3I	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 by March 2023 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 by March 2023 to increase capacity and impact which will be aligned to the new national framework.	Director of Primary Care, Community and Long Term Care	Follow-on Planning Objective
By March 2023 develop 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 and report on progress annually.	Director of Public Health	Follow-on Planning Objective to 4I
By March 2023 establish a regional oversight group, in partnership with PSBs and the RPB, to develop and promote a broad range of actions that will promote the social and green solutions for health and well-being and contribute to addressing the climate change emergency through green health and sustainability projects.	Director of Public Health	
By March 2024 develop and implement the strategy to improve population health so that everyone within HDdUHB region can expect to live more of life in good health by: 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 2) by addressing health disparities to break the link between background and prospects for a healthy life through strong partnership working	Director of Public Health	
By March 2023, implement and embed our approach to continuous engagement through: <ul style="list-style-type: none"> • Providing training on continuous engagement and our duties to engage / consult around service changes in keeping with The Consultation Institute's advice • Implementing structures and mechanisms to support continuous engagement, aligned to the regional framework for continuous engagement • Introducing a Continuous Engagement Toolkit, including guidance and templates to support wider teams and to promote good practice 	Director of Strategic Developments and Operational Planning	Follow-on Planning Objective to 2C
To evaluate the impact and benefits of the three WG supported Transformation Funds on our systems in order to help in the development of proposals to support the new funding streams that will become available from April 2022	Director of Primary Care, Community and Long Term Care	Follow-on Planning Objective to 4C
By December 2022 develop a Recovery & Rehabilitation strategy to provide a comprehensive individualised person centred framework to support the needs of the 4 identified populations included in "Rehabilitation: a framework for continuity and recovery", including those with COVID-19	Director of Therapies and Health Science	Follow-on Planning Objective to 4P

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 June 2022, and the completion of PSB Well-being Plans and an Area Plan by June 2023.	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. Implement the 1st year of these plans by March 2024	Director of Public Health	Previously deferred Planning Objective to begin in 2022/23
4A	By March 2024 develop 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 and report progress annually.	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	By March 2023 create a sustainable and robust health protection service, 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
4O	In 2022/23 begin to develop a food and health literacy pilot for year 5 children.	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	Director of Therapies and Health Science	Previously deferred Planning Objective to begin in 2022/23

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
		routine for all children in the area within the next 10 years		

Unchanged Planning Objectives for 2022/23

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
4K	By March 2023, 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	By March 2024 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	By March 2024 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
4N	Create and implement a process in partnership with local authorities, PSBs and other stakeholders that engages and involves representatives of every aspect of the food system. This will include growers, producers, distributors, sellers, those involved in preparation and the provision of advice to individuals & organisations and thought leaders in this field. The aim is to identify opportunities to optimise the food system as a key determinant of wellbeing. The opportunities identified will then need to be developed into proposed planning objectives for the Board and local partners for implementation from April 2023 at the latest	Medical Director	

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

New Planning Objectives for 2022/23

Wording of new Planning Objective	Executive Lead	Comments
<p>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.</p>	<p>Director of Primary Care, Community and Long Term Care</p>	
<p>By March 2023, develop and implement Integrated Locality Planning groups, bringing together Clusters, Health, Social and Third Sector partners with a team of aligned Business Partners. Establish a clear and agreed set of shared ambitions and outcomes for the population aligned with national and regional priorities across the Whole System triangle model articulated in a co-owned Integrated Locality Plan. The Integrated Locality Planning Groups will agree a collective shared budget to support delivery of the Plans, including commissioning of services, and will demonstrate delivery of the following priorities. The Integrated Locality Planning groups will operate within a revised framework of governance which will be developed in conjunction with the national Accelerated Cluster Programme:</p> <ul style="list-style-type: none"> • Connected kind communities including implementation of the social prescribing model • Proactive and co-ordinated risk stratification, care planning and integrated community team delivery • Single point of contact to co-ordinate and rapidly respond to urgent and intermediate care needs to increase time spent at home • Enhanced use of technology to support self and proactive care • Increased specialist and ambulatory care through community clinics 	<p>Director of Primary Care, Community and Long Term Care</p>	<p>Follow-on Planning Objective to 5H</p>
<p>By March 2023 to establish digital inclusion work programme which will intend to lead, connect and support a coordinated approach to various digital inclusion work across the Health Board and its wider partners. The programme will recognise the continuously changing role digital technology plays in the lives of individuals and society as a whole, the vision leaves open what it means to be digitally included in the future.</p> <ul style="list-style-type: none"> • Sign the Digital Inclusion Charter • Develop a Digital Inclusion Programme 	<p>Director of Finance</p>	

Revised/reworded Planning Objectives for 2022/23

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
5M	By March 2025 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) maturity 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	<p>5C Produce and agree final business cases in line with the vision and design assumptions set out in 'A Healthier Mid and West Wales' for:</p> <ul style="list-style-type: none"> the repurposing or new build of GGH and WGH implementation of a new urgent and planned care hospital (with architectural separation between them) within the zone of Narberth and St Clears <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</p>	<p>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 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>	Director of Strategic Development and Operational Planning	Merging of previous Planning Objectives 5C, 5D, and 5E

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	disability in our future service design and delivery.			

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 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"	Director of Nursing, Quality 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	
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	
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	
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	
5N	Implement all outstanding plans in relation to but not limited to National Networks and Joint Committees. This will include commitments agreed with Swansea Bay UHB/A Regional	Director of Operations / Director of	

PO Ref.	Wording of Planning Objective	Executive Lead	Comments
	Collaboration for Health (ARCH), Mid Wales Joint Committee, Sexual Assault Referral Centre (SARC), National Collaborative, Welsh Health Specialised Services Committee	Nursing, Quality and Patient Experience (SARC) / Director of Therapies and Health Science (HASU) / Director of Workforce and OD (Aber Uni and cross border workforce issue) / Medical Director (ARCH/WHSSC) Director of Public Health	
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		
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	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>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"> • determine the assets that are so important to the business that they need to be kept secure at all times (Information Assets Registers); • identify the threats and risks (Routine Cyber Security Penetration Testing); • identify the safeguards that should be put into place to deal with these threats and risks; • monitor the safeguards and assets to manage security breaches (Cyber Security Framework); • respond to cyber security issues as they occur, and; • update and adjust safeguards in response to changes in assets, threats and risks. 	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"> • 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. • 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. • 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. • Implement a monthly management information suite to drive organisational financial discipline for across all revenue implications, namely, Savings and Opportunities realisation, investment and dis-investment schedules and funding streams. 	Director of Finance	
<p>Implement the three objectives and associated actions contained within the VBHC plan (2021-24), including the routine capture of PROMs within the majority of our service areas, the delivery of an education programme, and a bespoke programme of research and innovation’</p>	Medical Director	Merger of Planning Objectives 6D and 6E

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 (Linked to Planning Objectives [Workforce #] and [Improving Together #]), establishing a consistent governance approach to financial management as part of business management meetings on, at least, a monthly basis for each service, with escalation structures incorporated.	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	Implementing and further developing an activity based condition and pathway costing programme, that both aligns and integrates the VHBC Plan Planning Objective. Principally: <ul style="list-style-type: none"> • Through engagement at each project inception to offer a financial consideration of Value Based Healthcare to all potential projects. • 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. • Exploring further innovation and development in the application of this costing approach. 	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	By first quarter 2022/23 develop and endorse a strategic roadmap to respond to the Welsh Government ambition for NHS Wales to contribute towards a public sector wide net zero target by 2030. The Health Board will set out a work programme and implement this plan to meet the targets established in the NHS Wales Decarbonisation Strategic Delivery Plan in the	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	Director of Strategic Development and Operational Planning	

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	<p>areas of carbon management, buildings, transport, procurement, estate planning and land use, and its approach to healthcare including promoting clinical sustainability. Where feasible through the opportunities presented via the Health Boards transformation journey it will look to exceed targets and establish best practice models and pilots, as exemplars for the NHS and wider public sector. The overall aim will be to reduce the Health Board's carbon footprint to support the wider public sector ambition to address the climate emergency.</p>	<p>and support the wellbeing of our staff and public.</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"> • Intelligence: determine the communities and impact which have the greatest needs; assess the assets within those communities and encourage delivery within those communities; • Procurement: local sourcing in support of the foundational economy • Workforce: supporting those from our most deprived communities • Carbon: measuring our carbon footprint and pointing to areas of greatest impact for decarbonisation measures • Physical assets: extracting social value from our physical estate through design and build, usage and maintenance 	<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"> - 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 <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>	Director of Finance	This includes elements of the previous Planning Objective 2G

PO Ref.	Wording of new Planning Objective	Original wording of Planning Objective	Executive Lead	Comments
	We will establish a Social Value Community of Practice to provide a focus and momentum for delivery.			

Unchanged Planning Objectives for 2022/23

PO Reference	Wording of Planning Objective	Executive Lead	Comments
Not applicable			