

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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 September 2021
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:	Daniel Warm, Head of Planning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

**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

However, to support the development of the IMTP, a review of the current Planning Objectives has been undertaken with the Executive Team. In summary, all current Planning Objectives have been 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

In addition, the Executive Team has reviewed the current set of Planning Objectives against the Board Assurance Framework, the National Clinical Framework, the Minister’s priorities and the Programme for Government to identify any potential gaps in our planning objectives which we will need to address as part of this IMTP cycle.

The detail of the review of the Planning Objectives for 2022/25 can be found in Annex 1, however the table below provides a summary of the position:

Planning Objective Intention	Number
Planning Objectives completed	3
Planning Objective to be completed in 2021/22 (no follow-on)	5
Planning Objective to be completed and a new Planning Objective developed for 2022/23	18
Existing Planning Objective to continue into 2022/23	29

Planning Objective to cease (or be merged)	4
Deferred Planning Objective to begin in 2022/23	10
Deferred Planning Objective to be further deferred until 2023/24	0
Deferred Planning Objective to be abandoned	1
Potential New Planning Objectives for 2022/23 (gaps where no Planning Objective previously existed)	18

With respect to the final category, examples of potential new Planning Objectives for 2022/23 include (however are not limited to): pre and rehabilitation services; green health and green spaces; agile working; Welsh Language and culture; and occupational health services.

The development of new Planning Objectives for 2022/23 will be supported by the work of both the Transformation Steering Group and the Strategic Enabling Group, whilst the Board Assurance Framework (BAF) will provide the Board with assurance around delivery of Planning Objectives.

Where new Planning Objectives or rewording of existing Planning Objectives are required, these will be presented to the Board in November 2021 for approval. It is also the intention to introduce a revised reference system at that point.

Welsh Government Expectations

The NHS Wales Planning Framework is published each year by Welsh Government to NHS Wales organisations, to provide the context in which Plans are to be developed. Informal indications are that the 2022/23 Framework will not be released until late October/early November 2021, and that submission to Welsh Government will be January 2022, subject to Welsh Government confirmation.

A meeting with the Welsh Government Planning Team has been arranged, to discuss our approach to the development of our IMTP and also to ensure that any learning from the development and submission to Welsh Government of our 2021/22 Annual Plan can be applied.

Plan Structure and Narrative

The intention will be to build the structure and narrative of the IMTP around the Health Board's Strategic Objectives.

Argymhelliad / Recommendation

The Board is asked to note:

- The ambition of the Health Board to submit an approvable IMTP for 2022/25 to Welsh Government;
- The status of the Planning Objectives to support the 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:	Contained within the Draft Annual Plan 2021/22
Rhestr Termiau: Glossary of Terms:	Contained within the Draft Annual Plan 2021/22
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Executive Team Board Seminar For Planning Objectives – Individual Committee’s responsible for the assurance of those Planning Objectives aligned to them

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: Review of Planning Objectives

Section 1: Planning Objectives currently in 2021/22 Annual Plan

P.O. Ref	Planning Objective	Intention	Executive Lead
1A	Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related to workforce within the next 3 years	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director of Workforce and OD
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 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>	Existing Planning Objective to continue into 2022/23	Director of Nursing, Quality and Patient Experience
1C	Design a training and development programme to build excellent customer service across the Health Board for all staff in public & patient facing roles for implementation from April 2021. This programme should learn from the best organisations in the world and use local assets and expertise where possible. The organisation’s values should be at the heart of this programme	Planning Objective completed	Director of Workforce and OD
1D	By September 2021 propose new planning objectives for the following year to pilot and test innovate approaches to offering people with complex and/or rising health and care needs (accounting for 15% - 30% of our population) greater control over the choice of care and support	Planning Objective to be completed and a new	Director of Primary Care, Community and Long Term Care

	they need. The aim of these approaches must be to improve the value (outcome vs cost) from the services we provide.	Planning Objective developed for 2022/23	
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 2021/22</p>	Existing Planning Objective to continue into 2022/23	Director of Nursing, Quality and Patient Experience
1F	<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>	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director of Workforce and OD
1G	Develop and implement a plan to roll out OD Relationship Managers to every directorate in the Health Board from April 2021. Their role will be to support the directorates in their day to day operations, as well as helping them to widen diversity and inclusion, develop their workforce, foster positive relationships and deliver successful and supportive home working arrangements for their teams.	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director of Workforce and OD
1H	By July 2021 conduct a second 'Discovery' phase of the pandemic learning to understand more about staff experience so that approaches to rest, recovery and recuperation can be shaped over the next 2 years including a 'thank you offering' to staff.	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director of Workforce and OD

1I	Develop a set of plans for implementation from July 2021 for new or extended health and wellbeing programmes for our staff using charitable funds	Planning Objective to be completed in 2021/22	Director of Workforce and OD
2A	Develop a Health Board specific plan that responds to the Regional Carers Strategy, and complete implementation by March 2024	Existing Planning Objective to continue into 2022/23	Director of Public Health
2C	Review our capacity and capability for continuous engagement in light of COVID 19 and the ambitions set out in the continuous engagement strategy approved by Board in January 2019, and implement improvements over the next 1 year	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director Strategic Development and Operational Planning
2D	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	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director of Workforce and OD
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 patients and the public with the aim of increasing our income and expenditure levels on an annual basis.	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director of Nursing, Quality and Patient Experience
2G	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	Planning Objective to be completed in 2021/22	Director of Workforce and OD
2H	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.	Planning Objective to be completed and a new	Director of Workforce and OD

		Planning Objective developed for 2022/23	
3A	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.	Existing Planning Objective to continue into 2022/23	Director of Finance
3B	Over the next 3 years to deliver the requirements arising from our regulators, WG and professional bodies (in relation to workforce)	Existing Planning Objective to continue into 2022/23	Board Secretary (AW and IA) Director Strategic Development and Operational Planning (CHC) Director of Nursing, Quality and Patient Experience (CIW/HIW, Coroner, HSE, PSOB) Chief Operating Officer (DU & MWWF&R) Director of Workforce and OD/Medical Director (HEIW) Medical Director (peer reviews, RCs, GMC)

			Director of Primary Care, Community and Long Term Care (GMC, LMC, other Independent contractors) Director of Therapies and Health Science (HCPC)
3C	By September 2021 complete a review of all Health Care Standards including evidence of compliance. From this review, propose new Planning Objectives for implementation in 2022/23.	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director of Nursing, Quality and Patient Experience
3D	During 2020/21 establish a new process to continuously identify and propose new planning objectives for Board and Statutory Partner's consideration which enhance and accelerate the delivery of the Board's 6 strategic objectives. The process should provide ongoing opportunities for our staff, partners, stakeholders, national and international thought & system leaders and our local population to propose new ideas and approaches that drive us forward. It should also allow the Board and Statutory Partners themselves to stimulate the production of planning objectives in pursuit of its strategic objectives where it sees gaps and opportunities	Planning Objective completed	Chief Executive Officer
3E	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	Existing Planning Objective to continue into 2022/23	Director of Finance
3F	Develop a Board Assurance Framework to support the delivery of the Health Board strategic objectives over the 3 years from April 2021 supported by a clear, comprehensive and continuously updated Risk Register	Planning Objective to be completed and a new	Board Secretary

		Planning Objective developed for 2022/23	
3G	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	Existing Planning Objective to continue into 2022/23	Medical Director
3H	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 delivered as a result of the objective being achieved	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Board Secretary
3I	To implement contract reform in line with national guidance and timescales	Existing Planning Objective to continue into 2022/23	Director of Primary Care, Community and Long Term Care
4C	For each of the three WG supported Transformation Fund schemes, develop and implement a plan to enhance, continue, modify or stop. These initiatives must form part of the planning objective to develop locality plans (5i) by March 2022	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director of Primary Care, Community and Long Term Care
4E	Implement a plan to train all Health Board Therapists in "Making Every Contact Count", and offer to their clients by March 2022	Existing Planning Objective to continue into 2022/23	Director of Therapies and Health Science
4G	Develop a local plan to deliver "Healthy Weight: Healthy Wales" and implement by March 2022.	Planning Objective to be completed and a new	Director of Public Health

		Planning Objective developed for 2022/23	
4L	Design and implement a process that continuously generates new proposals that can be developed into planning objectives aimed at constantly moving us towards a comprehensive “social model for health” and cohesive and resilient communities. The process needs to involve our local population as well as a diverse set of thought and system leaders from across society	Existing Planning Objective to continue into 2022/23	Medical Director
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	Existing Planning Objective to continue into 2022/23	Medical Director
4O	Based on the learning from the cluster pilot, develop and implement a comprehensive, systematic and coordinated social prescribing service across Hywel Dda	Planning Objective to be completed in 2021/22	Director of Public Health
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	Existing Planning Objective to continue into 2022/23	Director of Therapies and Health Science
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.	5C (New hospital), 5D (Glangwili & Withbush) and 5E (travel for new hospital configuration) to be merged	Director Strategic Development and Operational Planning
5D	Produce and agree the final business case by March 2024 for the repurposing of the Glangwili and Withybush General Hospital sites in line with the strategy published in November 2018	5C (New hospital), 5D (Glangwili & Withbush) and 5E (travel for new hospital configuration) to be merged	Director Strategic Development and Operational Planning

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	5C (New hospital), 5D (Glangwili & Withbush) and 5E (travel for new hospital configuration) to be merged	Director Strategic Development and Operational Planning
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	Existing Planning Objective to continue into 2022/23	Chief Operating Officer
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.	Existing Planning Objective to continue into 2022/23	Chief Operating Officer
5H	<p>Develop an initial set of integrated Locality plans by September 2021 (with further development thereafter) based on population health and wellbeing and which are focused on the principles of sustainable and resilient services, timely advice and support to the local community on health and wellbeing, maintaining social connection, and independence and activity. This will require co-production with Local Authority Partners and the Third Sector. The scope of this will include all Community, Primary Care, Third sector, Local Authority and other Public Sector partners.</p> <p>These integrated Locality Plans will require a review of resources that ensure the optimal use of technology and digital solutions, Primary care and Community estate and a multiprofessional / skilled workforce that enables new ways of working in order that the following principles are achieved -</p> <ol style="list-style-type: none"> 1. Increased time spent at home 2. Support for self care 3. Reduction in hospital admission 4. Safe and speedy discharge 5. Support for those at the end of life 	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director of Primary Care, Community and Long Term Care
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	Existing Planning Objective to continue into 2022/23	Chief Operating Officer

5J	Develop and implement a comprehensive and sustainable 24/7 community and primary care unscheduled care service model	Existing Planning Objective to continue into 2022/23	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	Existing Planning Objective to continue into 2022/23	Medical Director
5L	Implement the making nutrition matter – dietetics expansion plan within two years as agreed at Board on 26th September 2019	Existing Planning Objective to continue into 2022/23	Director of Therapies and Health Science
5M	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 roll out of the electronic patient record within 3 years. This should be real time, easily accessible, comprehensible, relevant, secure and integrated	Existing Planning Objective to continue into 2022/23	Director of Finance
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	Existing Planning Objective to continue into 2022/23	Chief Operating Officer Director of 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)
5P	During 2021 produce a care home Market Position Statement and, based on the insights gained, develop new Planning Objectives for implementation from April 2022 aimed at stabilising, enhancing and reshaping the role of care home provision in the Hywel Dda area.	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Director of Primary Care, Community and Long Term Care
5Q	To develop and implement a plan to roll out an interface asthma services across the Health Board from April 2021, working across primary and secondary care. The aim of this is to enhance pathway value by reduce asthma related morbidity and mortality whilst improving access to expert opinion and reducing secondary care demand.	Planning Objective to be completed in 2021/22	Director of Primary Care, Community and Long Term Care
6A	Develop a detailed 3 year financial plan based on the finance team's assessment of allocative and technical value improvements, income opportunities and 3rd party expenditure value-for-money that can be captured within that timeframe. This plan should support the Health Board's other objectives and command the support of Welsh Government and the Board. This will require a process to allocate these opportunities to relevant budgets and support budget holders to identify, plan and deliver the changes necessary to realise those opportunities. A clear monitoring and escalation process will be required to ensure budget holders deliver their plans and Board maintains clear oversight	6J (Savings) to be merged with 6A (3 year plan) and 6C (5 year plan)	Director of Finance
6B	Establish an on-going process to review and refresh the assessment of technical and allocative value improvements and income opportunities open to the Health Board and use this both to maintain in-year financial delivery and future budget setting.	Existing Planning Objective to continue into 2022/23	Director of Finance
6C	Construct a 5 year financial plan that achieves financial balance based on securing the opportunities arising from the implementation of the strategy "A Healthier Mid and West Wales" and progress made in the interim period on the allocative and technical value improvements, income opportunities and 3rd party expenditure value-for-money improvements. This plan will command the support of Welsh Government and the Board	6J (Savings) to be merged with 6A (3 year plan) and 6C (5 year plan)	Director of Finance

6D	Develop the capability for the routine capture of PROMS and implement in all clinical services within 3 years. Establish the required digital technology and clinical leadership and engagement to facilitate pathway redesign based on these insights and put in place impact measurement processes to evaluate changes at a pathway level	Existing Planning Objective to continue into 2022/23	Medical Director
6E	Design and implement a VBHC education programme to be implemented with academic institutions for managers and clinicians that could also be offered to partners	Planning Objective completed	Medical Director
6F	Implement a VBHC pathway costing programme for all clinical services that is capable of being completed within 3 years, and prioritised based on the likelihood of generating change.	Existing Planning Objective to continue into 2022/23	Director of Finance / Medical Director
6G	To develop a plan during 2021/22 and begin implementation within the next 3 years to make all Health Board services carbon neutral by 2030 and establish Green Health initiatives across the health board estate building on the work currently underway. The aim will be to address the climate emergency at Health Board level, improve the natural environment and support the wellbeing of our staff and public.	Existing Planning Objective to continue into 2022/23	Director of Strategic Development and Operational Planning
6H	To be completed by the end of 2021/22 undertake a full analysis of our supply chain in light of the COVID-19 pandemic to assess the following: <ul style="list-style-type: none"> - Length and degree of fragility - Opportunities for local sourcing in support of the foundational economy - Carbon footprint - 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>	Existing Planning Objective to continue into 2022/23	Director of Finance
6I	By September 2021 propose new Planning Objectives to establish locality resource allocations covering the whole health budget (and social care where agreed with partners) and test innovative approaches to driving the shift of activity from secondary care settings to primary and community care. Additional aims will be to ensure secondary care thrives in doing only what it can do, shifts are based on the needs and assets of the local population, and localities progressively close the gap between budget and target resource allocation	Existing Planning Objective to continue into 2022/23	Director of Finance

6J	To develop, by 30 September, a plan to deliver £16m of recurrent savings based on opportunities for technical and allocative efficiencies across the Health Board's budgets. The savings will need to be deliverable on a pro rata basis by the end of the financial year to ensure that the underlying deficit does not further deteriorate. This will be based on the Health Board's developing opportunities framework, and developed in conjunction with budget managers across the organisation.	6J (Savings) to be merged with 6A (3 year plan) and 6C (5 year plan)	Director of Finance
6K	By September 2021 develop a plan to achieve, as a minimum, the design assumptions set out in "A Healthier Mid and West Wales" related to the new hospital build on the current health board acute hospital sites. The aim will be to achieve these measures fully by March 2023 and the plan should set out expected trajectories towards this over 2021/22 and 2022/23. The design assumptions in relation to this objective are: <ul style="list-style-type: none"> • A 40% reduction in emergency admissions for ACS related conditions • A reduction in length of stay to the median of our peer group • A 25% reduction in follow up outpatient appointments • A 4.3% reduction in the overall level of A&E & MIU attendances • 30% of A&E attendances shifted to MIUs • 50% of patients in acute beds to step down to community beds/home within 72 hours • 90% of new and follow up outpatient appointments to take place in a community setting (including virtually) • 50% of day cases in medical specialties to take place in community settings The baseline of the above is 2019/20. The plan will set out the net financial and workforce implications as well as expected trajectories so that it can inform the Health Board's route map to financial recovery.	Planning Objective to be completed and a new Planning Objective developed for 2022/23	Chief Operating Officer

Section 2: Planning Objectives deferred to 2022/23

P.O. Ref	Planning Objective	Intention	Executive Lead
2B	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: 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. 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	Deferred Planning Objective to begin in 2022/23	Director of Workforce and OD
4F	Develop a plan by September 2021 to improve the life chances of children and young people working with the “Children’s Task Force” and begin implementation in April 2022, prioritised on the basis of the opportunity to improve the lives of the most deprived	4F (Children’s Task Force) to be merged with 5I (Children & Young People Services)	Chief Operating Officer
4J	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	Deferred Planning Objective to begin in 2022/23	Director of Public Health
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.	Deferred Planning Objective to begin in 2022/23	Director of Public Health
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	Deferred Planning Objective to begin in 2022/23	Director of Therapies and Health Science
4A	Develop and implement plans to deliver, on a sustainable basis, NHS Delivery Framework targets related public health within the next 3 years	Deferred Planning Objective to begin in 2022/23	Director of Public Health

4B	Develop and implement plans to deliver, on a sustainable basis, locally prioritised performance targets related to public health within the next 3 years	Deferred Planning Objective to begin in 2022/23	Director of Public Health
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	Deferred Planning Objective to begin in 2022/23	Director of Public Health
4H	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	Deferred Planning Objective to begin in 2022/23	Director of Public Health
4I	Achieve Gold level for the Defence Employers Recognition scheme by March 2022	Planning Objective to be completed and no new Planning Objective for 2022/23 to be introduced	Director of Public Health
4M	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	Planning Objective to be completed in 2021/22	Director of Public Health
5O	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	Deferred Planning Objective to begin in 2022/23	Chief Operating Officer
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"	Deferred Planning Objective to begin in 2022/23	Director of Nursing, Quality and Patient Experience (Q&S) / Director of Primary Care, Community and Long Term Care (Primary Care) / Chief Operating Officer

			(Secondary care & MH)
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"	Deferred Planning Objective to begin in 2022/23	Director of Nursing, Quality and Patient Experience (Q&S) / Director of Primary Care, Community and Long Term Care (Primary Care) / Chief Operating Officer (Secondary care & MH)