



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	28 July 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	HDdUHB Well-being Objectives Annual Report 2021/22
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development
SWYDDOG ADRODD: REPORTING OFFICER:	Anna Bird, Assistant Director, Strategic Partnerships, Diversity and Inclusion

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

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The Well-being of Future Generations (Wales) Act 2015 (the Act) came into effect on 1st April 2016 with the aim of improving social, economic, environmental and cultural well-being across Wales. The Act requires NHS bodies to report on the progress they have made in meeting their well-being objectives in each financial year. The Board is invited to approve for publication Hywel Dda University Health Board's (HDdUHB) Well-being Objectives Annual Report for the period 1st April 2021 – 31st March 2022 in order to fulfil the Health Board's statutory obligations.

Cefndir / Background

The Well-being of Future Generations (Wales) Act 2015 sets out a number of requirements for individual public bodies, including HDdUHB. These include a requirement for the Health Board (HB) to:

- Set and publish well-being objectives (s.3(2)(a)) and take all reasonable steps to meet those objectives (s.3(2)(b));
- Publish a statement regarding well-being objectives (s.7(1));
- Publish an Annual Report showing the progress made in meeting the organisation's objectives (s.13 (1) and Sch.1).

Where possible, NHS bodies should seek to integrate this reporting with their requirement to publish annual reports and accounts. Whilst a 'Well-being of Future Generations Act' (WBFGA) section is included within the HDdUHB Annual Report, a detailed report of progress in meeting well-being objectives and steps taken to contribute to wider well-being goals for Wales, is specifically set out in the Well-being Objectives Annual Report 2021/22.

Asesiad / Assessment

In November 2019, HDdUHB refreshed its well-being objectives and established 8 new objectives which provided longer term ambitions:

1. Plan and deliver services to increase our contribution to low carbon.

2. Develop a skilled and flexible workforce to meet the changing needs of the NHS.
3. Promote the natural environment and capacity to adapt to climate change.
4. Improve population health through prevention and early intervention, supporting people to live happy and health lives.
5. Offer a diverse range of employment opportunities which support people to fulfil their potential.
6. Contribute to global well-being through developing international networks and sharing of expertise.
7. Plan and deliver services to enable people to participate in social and green solutions for health. Encouraging community participation through the medium of Welsh.
8. Transform our communities through collaboration with people communities and partners.

A Task and Finish Group, which has wide representation from across the organisation continues to link on a virtual basis and act as “champions” of the Act and has contributed to the development of the Well-being Objectives Annual Report 2021/22:

- Provides evidence of how work delivered through the University Health Board (UHB) has supported the achievement of organisational well-being objectives, for example how the Workforce Regeneration Framework is providing a diverse range of employment opportunities which support people to reach their full potential and the environmental wellbeing through decarbonisation of our buildings;
- Includes specific examples of how, in delivering its core business, the UHB has contributed to the 7 national Well-being Goals;
- Includes evidence of the UHB’s work with Public Services Boards (PSBs).

The Strategic Partnerships, Diversity and Inclusion team is aware of many examples which evidence the UHB’s application of the Act’s five ways of working: taking a long-term approach, collaboration and integration, focusing on prevention and involving staff, patients and communities. The Annual Report provides illustrations of this as well as clearly showing the alignment of the wellbeing objectives with the Health Board’s Strategic Objectives and the operational planning objectives.

To support our approach to governance and assurance, each report to Board includes a field within the SBAR to capture how the work links to the Well-being Objectives. This provides a prompt for report authors to consider the impact of the Act, as well as for Board Members who have a role in scrutiny and assurance when they are considering papers.

Over the next 12-months we will continue to address the persistent inequalities and public health challenges associated with poverty, environmental factors, poor quality housing and social isolation which were exposed and exacerbated during the COVID-19 pandemic. Actions highlighted in the report “A Fit for the Future Programme of Government” published in May 2021 by the Future Generations Commissioner are focused on a Governmental response, and the programme highlights actions very relevant to the Health Board and which demonstrate synergy with existing strategic planning objectives.

Argymhelliad / Recommendation

The Board is asked to:

- **APPROVE** for publication HDdUHB’s Well-being Objectives Annual Report for the period 1st April 2021–31st March 2022 in order to fulfil the UHB’s statutory obligations.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s): Hyperlink to NHS Wales Health & Care Standards	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives: Hyperlink to HDdUHB Strategic Objectives	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
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:	Well-being of Future Generations (Wales) Act 2015
Rhestr Termiau: Glossary of Terms:	Included within main body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Well-being of Future Generations Task and Finish Group

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Financial planning is one of the key corporate areas of change defined under the Act.
Ansawdd / Gofal Claf: Quality / Patient Care:	Evidence of improving the well-being of the population is at the forefront of this legislation.
Gweithlu: Workforce:	Implementing the five ways of working required under the Well-being of Future Generations (Wales) Act 2015 should lead to evidence of increased collaboration and integration between services, professionals and communities.
Risg: Risk:	The UHB has a duty to work collaboratively to address the 7 Well-being Goals for Wales. There is a risk that the need to demonstrate our progress is considered an “add on” responsibility by UHB staff. Embedding the principles of the act into everyday business is therefore

	paramount and contributing to the project and delivery groups of PSBs needs to demonstrate the synergy with achieving the UHBs goals.
Cyfreithiol: Legal:	<p><i>The Well-being of Future Generations (Wales) Act 2015</i> (the Act) provides that the UHB (as a designated public body) must publish a Well-being Statement, Well-being Objectives and provide an Annual Report on progress towards meeting these objectives.</p> <p>An aim of the Act is to place communities at the heart of decision making. The public can use the Act to ensure that public bodies are taking the approach to decision making that utilises the 5 ways of working in line with the sustainable development principle when developing or making changes to services that impact upon them and their community. The UHB will need to ensure that all transformation and service change projects, including capital developments, take account of the new statutory requirements</p>
Enw Da: Reputational:	There is a statutory requirement for the UHB to contribute to the work of the PSBs.
Gyfrinachedd: Privacy:	N/A
Cydraddoldeb: Equality:	A More Equal Wales is a key national goal under the Act and the report highlights examples of how the UHB is contributing to this.

Well-being of Future Generations

Annual Report

2021-2022



A prosperous
Wales



A resilient
Wales



A healthier
Wales



A more
equal Wales



A globally
responsible
Wales



A Wales of vibrant
culture and
thriving Welsh
language



A Wales of cohesive
communities

Contents

Introduction.....	3
Our Well-being Statement & Objectives	6
Embedding the principles of the Well-being of Future Generations (Wales) Act 2015 ...	5
Delivering our Well-being Objectives during 2021/2022.....	8
Working in partnership	23
What we plan to do next	23

DRAFT

Introduction

Hywel Dda University Health Board (the Health Board), are publishing this Annual Report to demonstrate our progress during 2021/22 towards meeting our Well-being Objectives.

The Well-being of Future Generations (Wales) Act 2015 establishes both individual and collective duties for forty-four public bodies, including Health Boards. Our Health Board is a member of three Public Services Boards (PSBs) one in each of our local authority areas of Carmarthenshire, Ceredigion and Pembrokeshire. Through our membership, we work with a variety of local and regional partners and aim, through our collaboration and partnership working, to improve the social, economic, environmental and cultural well-being for our population and future generations. The Act sets out seven national well-being goals and five ways of working that public bodies are required to work collaboratively towards achieving. The seven well-being goals are:

A prosperous Wales – An innovative, productive and low carbon society which recognizes the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales – A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales – A society in which people's physical and mental well-being is maximised and in which choices and behaviors that benefit future health are understood.

A more equal Wales – A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).

A Wales of cohesive Communities – Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh language – A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales – A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

The **Seven Well-being Goals for Wales** and **Five Ways of Working** provided by the Act are designed to support and deliver a public service that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs. This is called the ‘sustainable development principle’. There are five things that public bodies need to think about to demonstrate that they have applied the sustainable development principle, these are called the **Five Ways of Working** and are shown below.



Long Term

Prevention

Integration

Collaboration

Involvement

Implementing the Act's requirements will support other legislative commitments such as the Social Services and Well-being (Wales) Act 2014, the Environment (Wales) Act 2016, Welsh Language Act 1993, Equality Act 2010, and the United Nations Convention on the Rights of the Child.

Embedding the principles of the Well-being of Future Generations (Wales) Act 2015

The Act is central to our approach to longer term planning within the Health Board and the long-term journey that we are on which was articulated in our strategy “A Healthier Mid and West Wales: Our Future Generations Living Well”. In September 2020 the Health Board established strategic objectives that reflect our vision that “Together we are building kind and healthy places to live and work in Mid and West Wales”. The objectives relate to our people (staff, service users and communities) and our services:



Our three strategic goals – starting and developing well, living and working well and growing older well – are underpinned by the Well-being of Future Generations Act which places the sustainable development principle at the centre of our transformation journey. Whilst focusing on current populations, our actions are laying the foundations for improved health and well-being outcomes for future generations.



The Three Strategic Goals from 'A Healthier Mid and West Wales'

Widening health inequalities and growing pressures on health care services are leading to a change in focus for the Health Board. We recognise the role that the NHS plays in prevention and its broader influence in communities as an “anchor institution”. Anchor institutions is a term used to describe large public sector organisations like the Health Board, that have a significant role in the geographical area and have a mission to improve the welfare of the population they serve. The size, scale and reach of the NHS means that how we chose to function and use our resources can have a significant influence on the health and well-being of local populations and actively contribute to local areas beyond providing health care. For example, the Health Board can make a difference to local people by taking corporate action such as:

- Purchasing more locally for social benefit
- Using buildings and spaces to support communities
- Working more closely with local partners
- Reducing its environmental impact
- Widening access to quality work opportunities

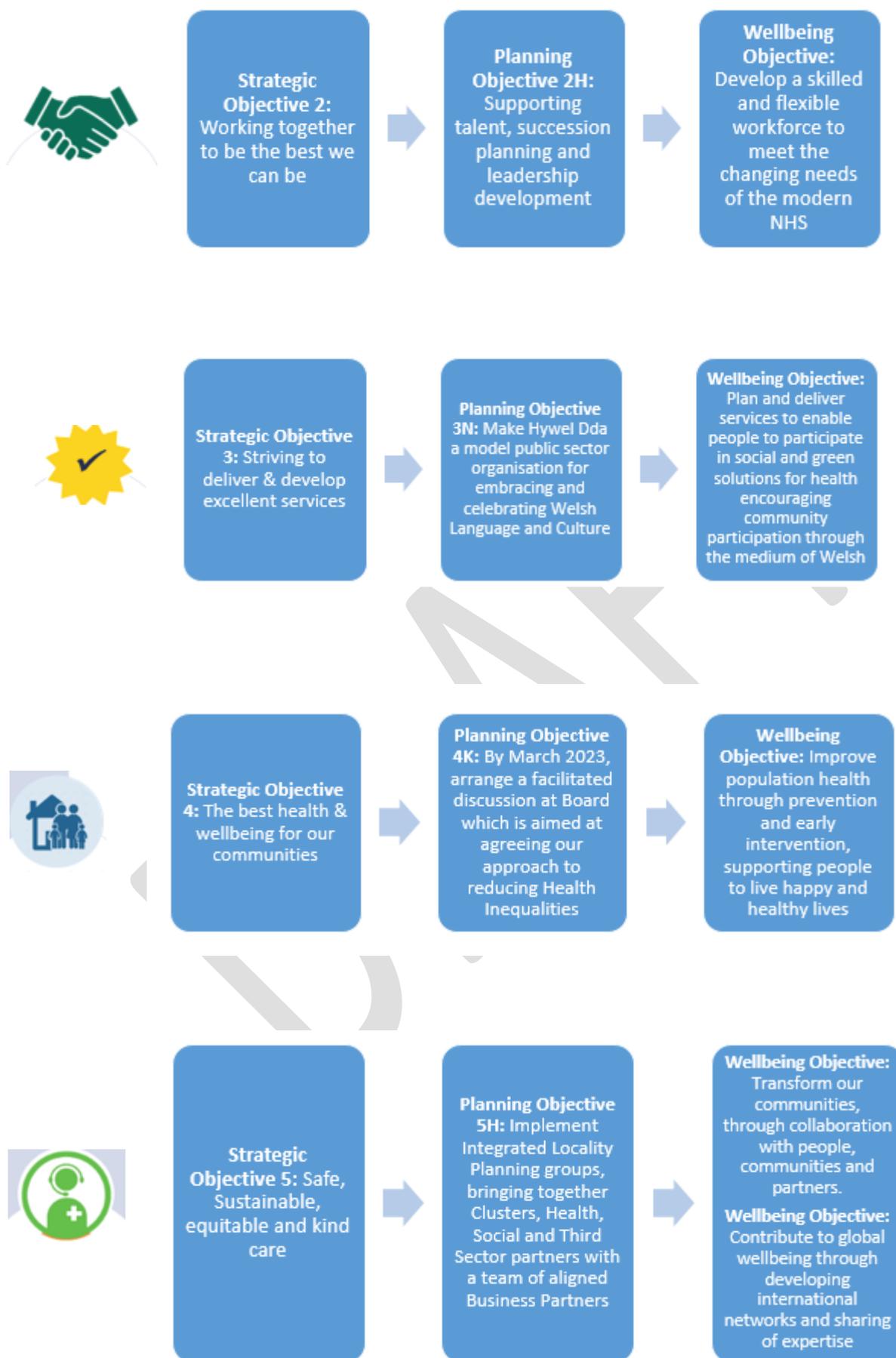
The Health Board recognises the importance of measuring and reporting on initiatives that will deliver social and public value and has been working with the Centre for Local Economic Strategy (CLES) to establish a public values framework to collate and report social and local economic value data. All of this work is contributing to our planning for future generations and is evidence of our practical application of the five ways of working and changes we are making to the seven corporate areas of change. You'll find further information later in this report.

Our Well-being Statement & Objectives

Our Well-being objectives are not confined to a single national outcome and align to more than one of the national goals. We recognise the need to show clear alignment between our strategic objectives and operational planning objectives as shown in the diagram below.

Whilst Covid has exposed and exacerbated persistent inequalities in health, this is also set against a backdrop of the climate and nature emergency. Improving public health and well-being will require us to work in partnership to address the challenges associated with poverty, environmental factors, poor housing and social isolation. Our wellbeing objectives were established as our long-term aims and ambitions to embed the implementation of the act, and these remain relevant for the year ahead. We've shown below examples of how they link to our Health Board strategic objectives and our Operational planning objectives:







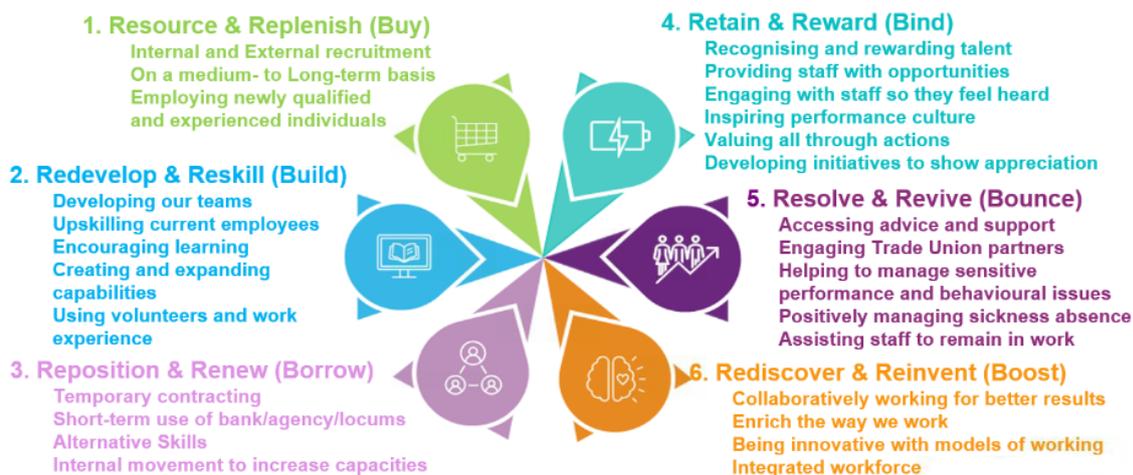
Delivering our Well-being Objectives during 2021/2022

In the next chapter of our report, we present 'Case Studies' to demonstrate some of the activities and projects that the Health Board has been delivering to support our well-being objectives.

Our case studies describe some of our activities and the outcomes that we seek to achieve for our current population and future generations. We strive to provide examples of the impact experienced by individuals. We hope you enjoy reading them.

Spotlight on Growing our Future Workforce

Like all public bodies, we are facing the challenge of an aging population and the impact that this has on our available workforce. We are investing in local wealth building and contributing to our own well-being objective to offer a diverse range of employment opportunities which support people to reach their full potential. Our workforce Team have developed a Regeneration Framework, shown below. The Workforce Regeneration is a prototype to illustrate and quantify our workforce planning approach and commitment to the WFGA.



Another project is our Apprenticeship Academy. **The Hywel Dda Apprenticeship Academy** offers a structured work-based learning programme that helps an apprentice learn as well as earn while they gain a range of nationally recognised qualifications. The apprenticeship pathways include areas such as healthcare (leading into adult nursing), patient experience, workforce development, digital experience, governance, and estates (developing both electrical and mechanical engineers).

The Academy first launched in 2019 and is designed to provide opportunities for our local population who want to work in healthcare but may not have the appropriate qualifications or be in a position to enter full time education with a college or university.

- **32 Apprentices** from the 2019 Cohort have **progressed onto University** and will start their Level 4 programme in March 2022.
- 71 Apprentices commenced the 2021 Cohort and **63 Apprentices are still on the programme.**

31-year-old Adama Mboob, a Hywel Dda apprentice and a single mother always wanted to be a nurse, but was unable to because of various circumstances. When she first became aware of the Apprenticeship Academy programme at Hywel Dda University Health Board, she was excited, but sceptical because of her age:



"I didn't realise at first that I could do it because of my age, but the apprenticeship really is for everyone regardless of age, gender or race...I would strongly encourage anyone younger or older who are...considering the apprenticeship to apply. If you are someone who doesn't want to go to university, or you can't afford it, or you have family to look after, the apprenticeship is the perfect option."

Another way we are developing a skilled and flexible workforce is the **development of pharmacy technician roles**. Pharmacy technicians are pharmacy professionals who already play an integral part in helping patients to make the most of their medicines. Traditionally medicines are administered by nursing staff however a project in Prince Phillip Hospital has been developed whereby pharmacy technicians have been trained to administer medicines. The technician has become a valuable member of the ward team and an asset to a skilled workforce.

The Workforce team established a central process to support managers and employees who were offered 3 month and 6-month contracts during the pandemic to explore whether they would like to continue with their contract if service demands indicated that posts were needed longer term. During the pandemic we employed **2,207** new staff members in a variety of roles to support the pandemic response. Whilst some staff left when furlough schemes ended, or remained engaged as bank workers, the Health Board has also been working to find permanent roles for staff. **488** roles have been **converted from Covid-19 fixed term contracts into permanent employment opportunities to date**.



Contribution to our well-being objectives

Develop a skilled and flexible workforce to meet the changing needs of the modern NHS.

Offer a diverse range of employment opportunities which support people to fulfil their potential.

Contribution to our national well-being goals



A Prosperous Wales

- Creating pathways for people into work



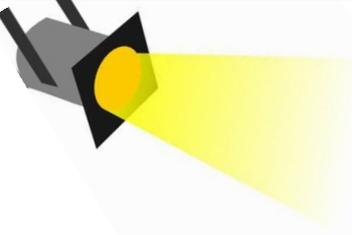
A More Equal Wales

- Enabling people to fulfil their potential no matter what their background



A Resilient Wales

- Supporting young people's social and economic progression and resilience



Spotlight on Environmental Well-being

Transport and Sustainable Travel Group

As part of the Health Boards commitment to reduce its carbon footprint and contribute towards the Welsh NHS aspirational target to be 'net zero' on emissions by 2030, a Transport and Sustainable Travel Group has been created. The group includes personnel from different departments in the Health Board such as Finance, Transport, Estates, Workforce and Communications, as well as Knowles Fleet who are an external vehicle provider for the Health Board. The purpose of this group is to develop projects and initiatives to help us tackle climate change and key activities have included promoting awareness and educating staff on the benefits of electric vehicles.

As a result of this engagement campaign there has been a **227% increase in the number of electric vehicles secured or ordered by the Health Board in a 6 month period**. This brings the total number of electric vehicles across the whole Health Board fleet; including business use only, salary sacrifice and salary deduction lease car schemes to 128: 66 fully electric vehicles currently in use and 62 fully electric vehicles on order. This figure does not include hybrid electric vehicles of which there are a total of 58 either in use or on order.



Decarbonisation of buildings

Decarbonisation of our buildings has always been a high priority for the Health Board and this can be evidenced by a number of energy efficiency, low carbon projects that the Health Board has delivered over the years. In 2021/22 Roof mounted Photo Voltaic Panels were installed at 7 sites across Hywel Dda. In total, these schemes are estimated to **save approximately 419,165 kWh of electricity and £40k per annum**. Annual carbon savings from these projects are expected to be approx. 106 tCO₂e.

In response to the Welsh Government's Decarbonisation Strategic Delivery Plan for the NHS in Wales, the Health Board is progressing with a suite of solar PV and energy efficiency measures, developed with support from the Welsh Government Energy Service and Welsh Government finance. In March 2021, the Health Board secured funding for the following schemes:

- 0.5MW Solar Farm
- Air Source Heat Pump Installation at Cardigan Integrated Care Centre
- South Pembroke Hospital Roof Mounted PV
- Solar Carports
- Solar PV and LED replacement at Bronglais Hospital
- Roof Mounted PV Schemes at Withybush Hospital
- Car charging points/Electric vehicles



Climate Adaptation Strategy Pembrokeshire

In Pembrokeshire, Public Service Board partners have come together with businesses and local community organisations, with an ambition to develop a 5-year Climate Adaptation strategy. This work is about coping with future changes to the climate in Pembrokeshire and is focused on the following:

- Climate Adaptation which helps to minimise risks from changes resulting from past emission, including unpredictable severe weather; sea level rise; changes in natural systems that we rely on.
- Climate Risks: multiple risks likely to arise from changes to our climate: which may impact on the local economy; natural environment; infrastructure; communities; people's well-being both now and in the future.
- Climate Resilience: ensuring that the county can deal with the risks from climate change and be prepared for the future.

Contribution to our well-being objectives

Plan and deliver services to increase our contribution to low carbon.

Promote the natural environment and capacity to adapt to climate change

Contribution to our national well-being goals



A Prosperous Wales

- Reducing carbon emissions.



A Resilient Wales

- Reducing the impact of climate change on nature.

Spotlight on our Future Generations

Maximising the use of digital technology has been a priority during the pandemic to reach out to offer support to children and young people. **The Youth Health Team / Iechyd Da launched ChatHealth** a texting service for young people aged 11-25 at the beginning of 2021. Nurses can offer information and support by text and signpost young people to a relevant service. Contact through text can also result in a face-to-face meeting with the young person with their consent. The service enables a young person who may never have spoken directly to someone about how they feel to be supported by the service. The team also play an important role in helping to address potential health inequalities and unmet needs.

471 messages were received by the service during 2021/22 between April 2021 and February 2022.

“Chathealth is a fantastic service and got me the help I needed. I have felt so supported, listened to and feel I can say anything without being judged in any way. I’m giving the number to my friends too.” - Service user



The Paediatric Diabetes Team launched a psychology project for Children and Young People (CYP) with diabetes. The project, funded by the All Wales Diabetes Implementation Group, developed a screening tool for measuring emotional well-being and distress in CYP with diabetes.

134 CYP and 132 parents attending multi-disciplinary team paediatric diabetes clinics between May and September 2021 were invited to complete the new screening tool. Psychological distress was assessed using a RAG-rating scheme. The new screening process identified distress potentially missed by clinician derived RAG-ratings and the project concluded that combining tools potentially improves identification, facilitating appropriate psychological intervention. More funding has now been allocated which will be used to develop the questionnaire further, including translating it to Welsh.

Contribution to our well-being objectives

Plan and deliver services to enable people to participate in social and green solutions for health. Encouraging community participation through the medium of Welsh.

Improve population health through prevention and early intervention, supporting people to live happy and healthy lives.

Contribution to our national well-being goals

A Healthier Wales

- Innovative ways to improve people's mental and physical health.
- Improving young people's mental wellbeing



Sustainable Parenting

One of our Pembrokeshire community midwives created a poster containing 10 Climate Change Actions with the aim of encouraging new parents to be more sustainable and show how small actions can make a big difference. The poster features some great advice including how starting new habits can help both people and the environment.

To encourage sustainability further, a tree planting project was started in Pembrokeshire. On the 19th of March 2020 1,300 trees were planted marking the start of new Pembrokeshire woodland in which each tree planted represents a new baby born to a family in Pembrokeshire. Since then, the project has continued to plant a tree for every baby born to a Pembrokeshire family. This woodland creates new habitat for wildlife and a new space for Pembrokeshire people. These trees will also help take carbon dioxide out of the atmosphere, reduce soil erosion and reduce flood risk. The project is delivered in partnership between with Pembrokeshire County Council, Pembrokeshire Coast National Park, Tir Coed, The Woodland Trust and Pembrokeshire Lamb. During 2021/22, to encourage use of the woodland and raise awareness of the climate emergency, tree certificates were created for babies born to Pembrokeshire families.

Lles dyfodol ein plant
10 gweithred newid hinsawdd i rieni
Our children's future wellbeing
10 climate change actions for parents

Am wybodaeth pellach, cysylltwch â'ch Bydwraig Cymunedol
Speak to your Community Midwife for more information

Cymru Lewyrchus A Prosperous Wales
 Cymru Gydnerth A Resilient Wales
 Cymru Iachach A Healthier Wales

GIG NHS Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

a tree has been planted in Pembrokeshire for you.
 This tree is part of a new woodland creating a new habitat for wildlife and a new space for Pembrokeshire people. These trees will also help take carbon dioxide out of the atmosphere, reduce soil erosion and reduce flood risk.

We are living in a time of nature and climate emergency. As citizens we all have a responsibility to look after our environment for future generations.
 To find out more about what you can do please go to: <https://hdubh.nhs.wales/about-us/governance-arrangements/the-well-being-of-future-generations-wales-act/green-health-in-hywel-dda/>

PEMBROKESHIRE NATURE PARTNERSHIP
 PARTNERIAETH NATURE SIR BENFRO

Pembrokeshire Coast National Park
 Tir Coed
 The Woodland Trust
 Pembrokeshire Lamb

GIG NHS Bwrdd Iechyd Prifysgol Hywel Dda University Health Board

Contribution to our national well-being goals



A Resilient Wales

- Reducing the impact of climate change on nature.



- Reducing carbon emissions.



A Healthier Wales

- Improving physical and mental well-being through nature.
- Encouraging active lifestyles by enabling people to access green space.

A Wales of Cohesive Communities

- Connecting communities

Contribution to our well-being goals

Plan and deliver services to increase our contribution to low carbon

Promote the natural environment and capacity to adapt to climate change

Transform our communities through collaboration with people, communities and partners.

Spotlight on Supporting our Communities

Community Development Outreach Team

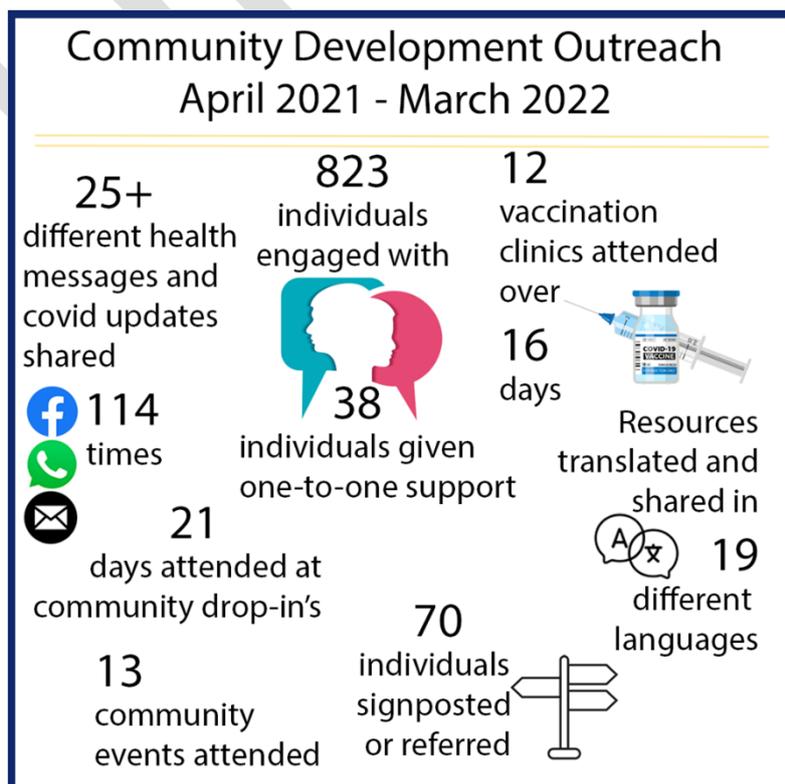
The Health Board established a Community Development Outreach Team (CDOT) to engage with our minority ethnic communities and their work has played a key role in supporting those who were reluctant to engage with the Covid-19 vaccination programme. A Vaccine Equity Group was formed by the Health Board to improve information and access to Covid vaccinations for those groups who often struggle to access healthcare services or who already suffer inequalities in health. The team has also facilitated access to information in an individual's first language if this is not Welsh or English. This has resulted in public health messages and information being translated into 19 different languages and demonstrates the cultural diversity within Hywel Dda.

The CDOT aim to contribute to an improvement of population health through prevention and early intervention by helping communities to have a greater understanding of their rights and access to health care; helping to address barriers to accessing care and support, as well as playing an important role in identifying trusted community intermediaries and establishing mechanisms to sustain future engagement. Some feedback the CDOT have received is below.

"A huge thanks to the outreach team for all the amazing support given to our members from diverse communities. This team is working hard, so pleased that we are able to work in partnership to benefit our community members". - *Llanelli Multi-cultural network*



"I love what you are trying to reach out. Your messages are always helpful. I am hoping that there will be more people doing what you are doing" - *Syrian refugee*



Virtual Reality in Palliative and End of Life Care in Ceredigion

Due to the pandemic patients are reporting greater levels of isolation and vulnerability. Whilst the utilisation of virtual reality (VR) equipment in the clinical setting has proved to be incredibly valuable, less research has been undertaken in the community or home setting. A project was developed to explore the value in these settings, especially for those living in isolated rural areas, potentially reducing the risk of admission to acute site due to social isolation and loneliness; reducing need for analgesia and anxiolytics due to increased feeling of wellbeing; improved wellbeing and quality of life for patients and their Carers. The project aims to improve the quality of life and wellbeing for people who are living with a life-threatening illness and facing physical, psychological, social and spiritual challenges, and their families.

With the help of the Palliative Care Clinical Nurse Specialist, one service user, widowed and in her late eighties living on a farm, was able to use the VR. Prior to undertaking the breathing relaxation experience, the patient stated that her anxiety level was 5/ 6 out of 10. Following the session, the patient reported that her anxiety level reduced to 2.



“I was able to take a virtual trip to New York, where I practiced the breathing techniques the nurse showed me. It was wonderful and lovely and helped me take my mind off things”

Contribution to our well-being objectives

Improve population health through prevention and early intervention, supporting people to live happy and healthy lives.

Transform our communities through collaboration with people, communities and partners.

Plan and deliver services to enable people to participate in social and green solutions for health. Encouraging community participation through the medium of Welsh.

Contribution to our national well-being goals



A Healthier Wales

- Innovative ways to improve people's mental and physical health.
- Compassionate care to support people's mental and physical health.



A More Equal Wales

- Ensuring healthcare is accessible to all.



A Wales of Cohesive Communities

- Acknowledging people's lived experiences, breaking down barriers and improving their well-being.

Spotlight on Foundational Economy

The Health Board has been working with CLES (the Centre for Local Economic Strategies) and Public Service Board partners in Carmarthenshire and Ceredigion on developing a progressive procurement approach. The aim is to develop a supply chain of local small and medium enterprises, employee-owned businesses, social enterprises, cooperatives and other forms of local ownership. These types of businesses are more likely to support local employment and have greater prosperity to retain wealth and surplus locally.

The Health Board Commissioning service is working in partnership with Carmarthenshire Local Authority, and in conjunction with the Carmarthenshire Public Services Board, to commission a high-level feasibility study to explore and identify the opportunity to source and procure more food products from within the footprint of both organisations and to scope key enablers to ensure more direct supply of local produce onto school menus. This study will build on the work already completed as part of Public Sector Food Procurement Project undertaken by Carmarthenshire Public Services Board and the feasibility study on Sustainable Logistic Models of Food Distribution in South West Wales (Commissioned by Ceredigion County Council). There are two key elements to the work to be undertaken; Feasibility study into the development of a cook-freeze model of food production for the Health Board; and Scoping of the key areas and changes required in order to enable more direct supply of local produce on school menus.

This year the Health Board has been developing specific to Hywel Dda, Social Value Themes Outcomes and Measures (TOMs) in partnership with Social Value Portal. We have started incorporating these into above threshold tenders. We have also sought to influence national All Wales contracts to take account of local Foundational Economy opportunities. The health board is currently looking at sourcing local prepared sandwich suppliers and developing business with a Welsh based garment manufacturing social enterprise.

Contribution to our well-being objectives

Plan and deliver services to increase our contribution to low carbon.

Transform our communities through collaboration with people, communities and partners.

Contribution to our national well-being goals



A Prosperous Wales

- Utilising local supplier base where possible



A Globally Responsible Wales

- Sustainable supply chain management



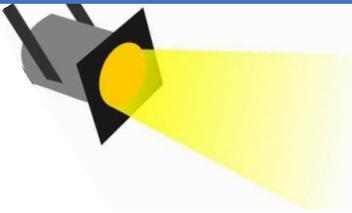
A Resilient Wales

- Incorporating carbon reduction



A Wales of vibrant culture and thriving Welsh language

- Local supplier base encouraged with Welsh Language requirements being adhered to.



Spotlight on Culture

The Health Board appointed two **Arts in Health Co-ordinators to help promote and encourage the use of the arts in healthcare across the three counties**. Arts in health includes any art project, intervention or commission where the intention is to improve health and well-being through arts engagement and is based on the growing body of evidence that demonstrates the impact the arts can have on the health and well-being of an individual or community.

The Arts in Health team is already playing a vital role in unlocking the enormous potential of the arts to improve the health and wellbeing of our patients, communities and staff and is providing support, expertise, guidance and advice for our staff in exploring how the arts can help to meet their health and wellbeing priorities. For example, an Arts in Health Steering Group has been established, which is comprised of heads of service from right across the health board to help guide and steer arts in health initiatives that contribute positively to the wellbeing of our patients, and service users, their families and our workforce and we are about to embark on a consultation programme to co-create a set of Arts in Health Principles and priorities for the Health Board.

An arts in mental health programme is also being developed and delivered in partnership with sCAMHS for Children and Young People (CYP) living with eating disorders and low mood, anxiety and depression to pilot new creative activities that capitalise on the transformative power of the arts to reduce psychological distress in CYP. We have commissioned 3 arts partners (People Speak Up, Span Arts and Small World Theatre), 1 from each county to lead on the delivery of a programme of arts interventions.



Screenshot from the Hywel Dda Creative Collective Mending Workshop which took place via Teams

In July 2021 our **Welsh Language Team** launched a Confidence Building Course with the Government's Welsh in Work program with Aberystwyth University. The Confidence Building Course aims to help staff who can speak Welsh gain the confidence to go for it and use the language with patients, colleagues and the public. This course has been welcomed by the Health Board to help those who can speak Welsh but may not have had the opportunity to use it since they were at school and therefore have lost their confidence. The course is lasting a year with tutor support for 6 months thereafter. Thirteen members of staff have been attending the course and have already been using their Welsh in the workplace and are seeing the impact it has on the patient's experience of communicating in their chosen language. The use of Welsh has therefore been of great benefit in this case as the patient is more comfortable discussing and sharing experiences.

Cultural Change Programme

We are embarking on a culture change journey across Hywel Dda. We want to make every day in Hywel Dda have the potential to be a Good Day at Work. Our new team of Organisation Development Relationship Managers will work alongside wider Workforce teams with our services and professional groups to create People Culture Plans to really drive the culture change from the ground and make Hywel Dda a great place to work. Our approach is different to other initiatives, as our focus will be to build trusting relationships with our leaders, our staff side representatives and our staff on the ground.



Our staff have said what is most important to them, and the culture we aspire to have in Hywel Dda is based on staff feedback:

Our Culture

“ We want to create a Compassionate, Collaborative and Appreciative Culture in Hywel Dda where everyone can be their best selves at work. A great place to work which is inclusive in our approach so everyone, regardless of role, band, background has the potential to have a good day at work. ”



Ensuring we enable more Good Days at Work will be critical to ensuring our staff experience will align with our overall strategy in A Healthier Wales. Enabling our staff to be their best selves at work, giving them a voice in a space they feel safe to speak up about the things that worry them, recognising them for the great work that they do, acknowledging how we will achieve more through collaboration and teamwork, demonstrating visible and compassionate leadership, empowering them to take ownership of their development, supporting their autonomy to do the right thing for our patients and encouraging healthy relationships all support our strategic agenda and wellbeing objectives for Hywel Dda.

Contribution to our well-being objectives

Transform our communities through collaboration with people, communities and partners.

Plan and deliver services to enable people to participate in social and green solutions for health. Encouraging community participation through the medium of Welsh.

Contribution to our national well-being goals



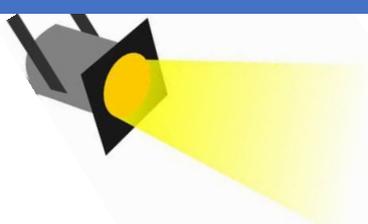
A Healthier Wales



A Wales of vibrant culture and thriving Welsh language

- Innovative ways to improve people's mental and physical Health.

- Raising the profile of culture as a key dimension of well-being.
- Integrating culture with other areas like health and equality.



Spotlight on Corporate Actions

We are cognisant that we are a large anchor institution for West Wales and we have the ability to affect positive change on the economy and our communities including their wider determinants of health. We have a number of planning objectives aligned to this work in key areas such as workforce, procurement and decarbonisation.

In order to support the work within those areas, we have developed a map which enables the user to layer different data sets on top of various publically available deprivation indices (e.g. Welsh Index of Multiple Deprivation) and locations of key services (e.g. GPs, pharmacies). We also have the ability to add in additional data sets such as our estate, procurement spend and recruitment information.

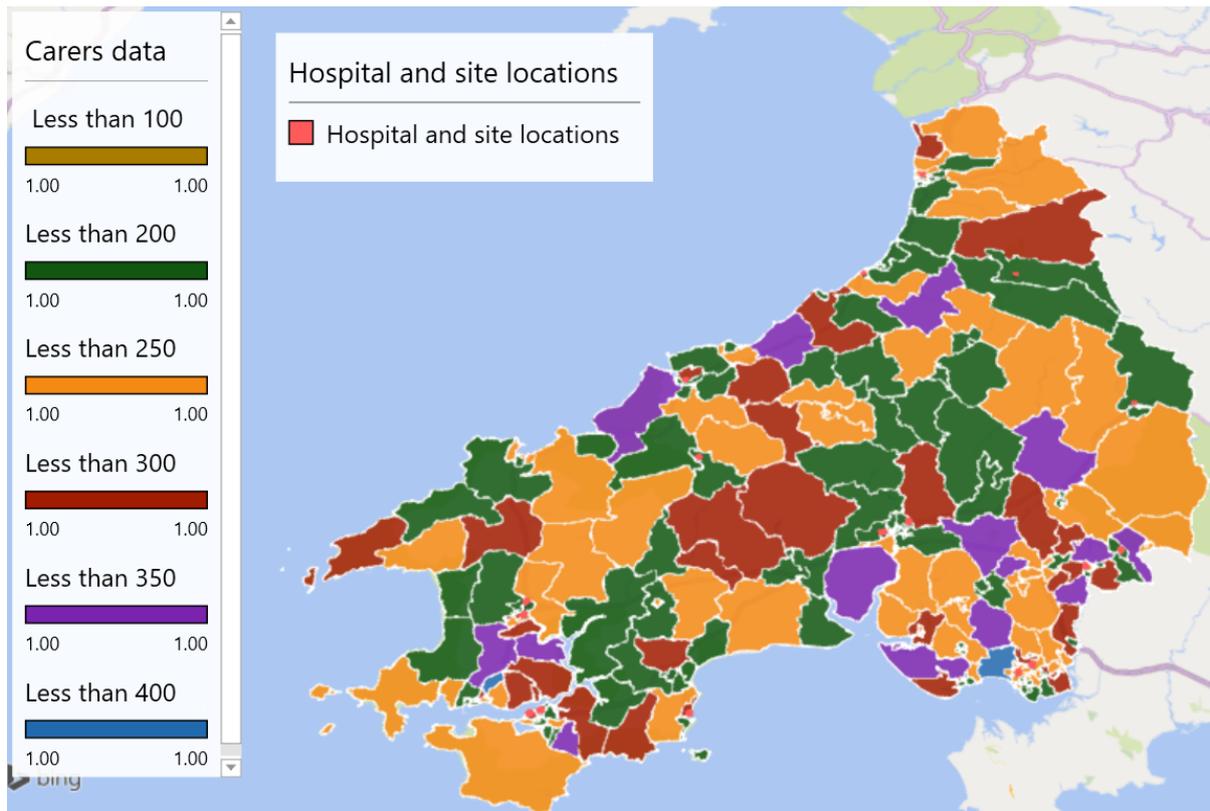
We wanted to be able to easily identify the most deprived wards per cluster and their key needs. This analysis could be utilised within the workforce, procurement and decarbonisation workstreams. The initial views on where the map can be utilised can be seen below:

Procurement	Workforce / Recruitment	Geography of our services
<ul style="list-style-type: none"> Make the map available to suppliers to visualise and share knowledge of local needs of a particular area to bidders as part of a tender documentation Add in procurement spend to see how spend aligns with the deprivation indices 	<ul style="list-style-type: none"> Add in workforce data to view our data on a geographical basis Utilising the data to inform informing recruitment activity 	<ul style="list-style-type: none"> Utilising the data within the map to show for planning purposes average times for people to get to various services and proximity of services

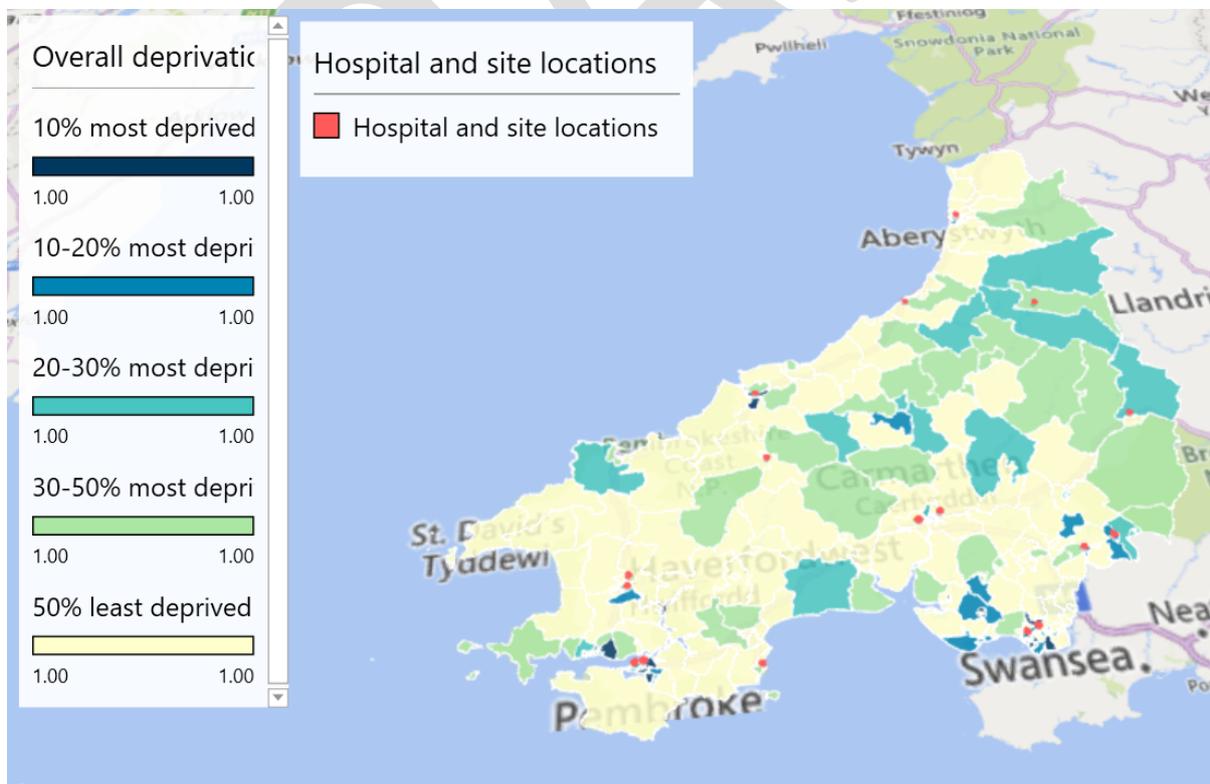
Work will now commence to consider how the tool can be best utilised but the potential outcome for our communities through utilising this tool within the established workstreams could be significant. Some suggestions can be seen below:

- Recruitment:** Workforce are already working with communities to understand barriers faced by individuals with regards to employment. A programme is being developed which supports those from our most deprived or marginalised communities to gain employment within the Health Board. The mapping tool can be utilised to support with the identification of key communities.
- Procurement:** Procurement are already considering how we best incorporate Social Value into our procurement processes. The aim is to utilise the skills, capabilities, supply chain and recruitment potential of our suppliers to positively impact our communities. The mapping tool can be utilised to visually show our suppliers where are highest areas of need are.
- Environment:** We have a significant estates programme within the Health Board. We can utilise the mapping tool to consider the location of our estate alongside the deprivation information to inform future location and estate strategies.

Screenshots of the map can be seen below:



Carers Data Mapped



Total deprivation with place names

Alongside the implementation and use of the deprivation mapping tool, we will also consider how we measure and monitor its impact at the local level. At the Board level, we have developed 19 key outcome indicators which align to our 6 strategic objectives. These have quality at their heart. They are comprised of a combination of qualitative and quantitative metrics covering staff and patient feedback, local, system and national well-being measures. Using our strategic objectives we have a theme, outcome and measure. Examples of these can be seen below. Progress against these measures is monitored through the Board Assurance Framework.

Strategic Objective	Theme	Outcome	Measure
Working together to be the best we can be	Patient	We are listening to the voices of our patients to ensure that our services deliver the outcomes that are important to them	% of action plans completed at VBHC service review meetings
Putting people at the heart of everything we do	Population	We are actively engaging our population and seek their feedback about current experiences and future needs	Percentage who feel able to influence decisions affecting their local area
Sustainable use of resources	Social	Our positive impact on society is maximised	% of third party spend with Hywel Dda and Welsh Suppliers
Striving to deliver and develop excellent services	Discover	We are actively involved in research development and innovation	New R&D studies commenced in a year (hosted and sponsored)
The best health and well-being for our communities	Equity	Our communities have a voice and are able to fulfil their potential no matter what their background or circumstance	Healthy life expectancy at birth including the gap between the least and most deprived
Safe, sustainable, accessible and kind care	Sustainable	We have a stable and sustainable workforce	Turnover rate in 1st year of service

Contribution to our well-being objectives

Plan and deliver services to increase our contribution to low carbon.

Offer a diverse range of employment opportunities which support people to fulfil their potential.

Improve population health through prevention and early intervention, supporting people to live happy and healthy lives.

Contribution to our national well-being goals



A Prosperous Wales

- Reducing carbon emissions.



A Resilient Wales

- Reducing the impact of climate change on nature.



A Healthier Wales

- Innovative ways to improve people's mental and physical health.



A More Equal Wales

- Enabling people to fulfil their potential no matter what their background



A Globally Responsible Wales

- Sustainable supply chain management

Working in partnership

There is a statutory requirement for the Health Board to contribute to the work of the Public Service Boards (PSBs) and Regional Partnership Board (RPB) to transform health and social care delivery. The case studies within this report have highlighted a number of projects which have been delivered in collaboration and with our partners which are driving forward the priorities set out in the PSB Well-being Plans and the RPB Area Plan.

Through our work with the RPB we have implemented an ambitious transformation programme - A Healthier West Wales. At the heart of the programme is the determination to support people to live independently and safely at home, mobilise local communities to provide mutual support so that this can happen, and to reduce pressure on acute services by providing those that need it with joined up, short-term care within their homes rather than having to go to hospital to receive it.

What we plan to do next

This coming year will see our approach to implementing the Well-being of Future Generations Act continue to mature as we seek to recover from the impacts of the pandemic. Covid has exposed and exacerbated persistent inequalities and public health challenges associated with poverty, environmental factors, poor quality housing and social isolation. We will be seeking to respond to these both individually and in conjunction with our partners through our work with the Public Service Boards as we collaborate on the refresh of PSB well-being plans.

We aim to maximise not just the physical and mental health outcomes of our population, but also the wider social and economic recovery of our areas. As a major employer within West Wales we have a key role to play in helping to deliver a prosperous, green and equal recovery for the residents of Hywel Dda.

As part of our longer-term strategy for health and care – encapsulated in “A Healthier Mid and West Wales” – we will work with our partners to ensure that the significant investment in modernised health provision maximises the payback in social and public value as well as the benefits for health and well-being.