

Annex 2: Monitoring of Quarter 3 Actions within the 2021/22 Annual Recovery Plan

Planning Objective	Executive Lead	Action	Current Status	If Behind Mitigating Actions / Explanation / Comments	If Behind Revised Quarter to be completed by
<p>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.</p>	<p>Director of Nursing, Quality and Patient Experience</p>	<p>Develop a marketing and communications plan for the charity</p>	<p>On-track</p>	<p>N/A</p>	<p>N/A</p>
<p>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</p>	<p>Director of Workforce and OD</p>	<p>Roll out customer service training to priority groups & incorporate into blended induction programme.</p>	<p>On-track</p>	<p>N/A</p>	<p>N/A</p>
<p>1F: 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>	<p>Director of Workforce and OD</p>	<p>Policy review: research of best practice, agree programme for policy review, and review any pay or non-pay resource implications of proposed changes</p>	<p>On-track</p>	<p>N/A</p>	<p>N/A</p>

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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.	Director of Workforce and OD	Development Programme designed and planned for new OD Relationship Managers	On-track	N/A	N/A
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	Medical Director	Undertake service reviews of three major condition areas to inform service development through the planning process	On-track	N/A	N/A
5I: Undertake a comprehensive assessment of all Health Board Children & Young People Services to identify areas for improvement. From this, develop an implementation plan to address the findings by March 2024 at the latest. The assessment process and implementation plan should include the voices of children and young people and have clear links to the wider work being progressed by the RPB	Director of Operations	Children and Young people's working group to identify the key priorities to inform a plan for delivery in 2022/2023.	Behind	Some actions listed on the ToR are behind schedule, this is due to operational demands as a result of the Omicron out-break. However, (i) Engagement with colleagues around the Children's Charter This is with the intention that the voice of the Child is heard. (ii) A review of psychology services for children across the Health Board is	Quarter 4

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				underway. (iii) Exec led review of Community Paediatrics within Hywel Dda is underway. (iv) Firm links established with the RPB.	
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.	Director of Primary Care, Community and Long Term Care	Development of a of a delivery plan	On-track	N/A	N/A
		Develop a system for reporting Use PROMS and PREMS to evaluate service	On-track	N/A	N/A
5G: Implement the remaining elements of the Transforming MH & develop and implement a Transforming LD strategy in line with “Improving Lives, Improving Care” over the next 3 years and also develop and implement a plan for Transforming specialist child and adolescent health services (CAMHS) and autistic spectrum disorder and ADHD.	Director of Operations	Adult Mental Health: Implement phase 1 and 2 of the Community Mental Health Centre model to enable services to move to 7 day a week. Develop service specification for Community Mental Health Centres including model, service delivery methods and referral criteria. SPOC team recruited and trained with Mental Health 111 Single Point of Contact fully operational 24/7	On-track	N/A	N/A
		Older Adult Mental Health: Home-for-Life Care Home Design Pilot will commence with Carmarthenshire Local Authority and Long-	On-track	N/A	N/A

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		<p>Term Care Team. Care Home [advanced] evidenced based Best Practice Dementia training will be rolled out to care homes incorporated within a 'Stepped Care' support bundle (selected Care Homes piloted). Develop a service specification for Memory Assessment Services (inclusive of LD pathway) including model, service delivery methods and referral criteria. Develop a service specification for Older Adults Community Mental Health Team including model, service delivery methods and referral criteria."</p>			
		<p>Commissioned Services: Review all commissioned providers, undertake market engagement Commence full procurement exercise with contract award November 2022. Evaluate Primary Care Services and identify service needs. "</p>	On-track	N/A	N/A
<p>1B: Building on the success of the command centre, develop a longer-term sustainable model to cover the following: One single telephone and email point of contact – the</p>	<p>Director of Nursing, Quality and</p>	<p>Scope of existing telephone system infrastructure risks and implement plan to</p>	Behind	<ul style="list-style-type: none"> Unprecedented increase in activity through 	Q4

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<p>“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>	Patient Experience	address and mitigate risks and functionality		<p>the COVID Command Centre increased significantly during November and December 2021 due to Vaccination Plan with over 50,000 enquiries needing to be responded.</p> <ul style="list-style-type: none"> Additional staff deployed from Quality Improvement, Finance and Clinical Audit teams during late December/early January to help deal with demand. 	
		Agree and secure resources staffing model for operational management of the Communication Hub	Behind		Q4
		Develop and agree a plan for call handling services to transition into the Communication Hub, based on organisation wide service risk assessment to inform and communicate	Behind		Q4
4E:Implement a plan to train all Health Board Therapists in “Making Every Contact Count”, and offer to their clients by March 2022	Director of Therapies and Health Science	Online Level one MECC Brief Advice Training provided to approx. 230 therapy staff	Behind	The required funding to deliver the program has not been identified, and the ability to release the volumes of staff identified during the current system pressures poses a	To be determined once funding has been determined

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				significant risk, in addition to the challenge of securing sufficient additional backfill capacity to release staff	
<p>3A+3F:</p> <p>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 31st March 2022.</p> <p>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</p>	Director of Finance	Primary Board measures, Develop primary measures aligned to Strategic Objectives and our Board Assurance Framework. Develop the definition of each measure. Explore and agree data capture for each measure. Agree the ambition and interim steps for each primary measure	On track	N/A	N/A
<p>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</p>	Medical Director	Development of underpinning processes and systems to support delivery of Strategy	On track	N/A	N/A
<p>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).</p>	Medical Director	Develop and implement a tool for undertaking a research impact assessment to determine which studies we will support	On track	N/A	N/A

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<p>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</p>		<p>Improve the capability of staff to conduct high quality research and innovation by aligning a support team to guide them through the process of research</p>	On track	N/A	N/A
<p>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</p>	Medical Director	<p>Planning and delivery of third cohort</p>	On track	N/A	N/A
<p>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</p>	Director of Finance	<p>Phase II: Will stand up a temporary platform in the Cloud to be used for day to day operations</p>	On track	N/A	N/A
		<p>Phase III: The Advanced Analytical Platform will be populated with all current data. This must be done in conjunction with the end of a pay cycle;</p>	On track	N/A	N/A
<p>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</p>	Director of Finance	<p>Phase III (a) - Products are available to, and accepted by key stakeholders using “user acceptance testing</p>	On track	N/A	N/A
		<p>Phase IV: All employees will receive training on the Advanced Analytical Platform</p>	On track	N/A	N/A

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<p>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:</p> <ul style="list-style-type: none"> - Length and degree of fragility - Opportunities for local sourcing in support of the foundational economy - Carbon footprint - Opportunities to eliminate single use plastics and waste <p>The resulting insights will be used to take immediate, in-year action where appropriate and develop proposed Planning Objectives for 2022/23 implementation</p>	Director of Finance	Undertake supply chain analysis of key products, services and supplies in conjunction with NHS Wales Shared Services Partnership	On track	N/A	N/A
		Identify appropriate mitigation measures and if necessary adopt revised procurement and supply chain policies, using input from Social Value Portal and Centre for Local Economic Studies	On track	N/A	N/A
		Agee overarching set of themes, outcomes and measures, and associated procurement and recruitment policy changes, with input from Social Value Portal and Centre for Local Economic Studies to ensure alignment with national priorities and emerging best practice	On track	N/A	N/A