



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

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 May 2023
TEITL YR ADRODDIAD: TITLE OF REPORT:	Establishing a Transformational Approach to Support the Achievement of our Strategic Objectives
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Steve Moore, Chief Executive
SWYDDOG ADRODD: REPORTING OFFICER:	Steve Moore, Chief Executive

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The need to maintain a focus on transformational ideas and approaches has long been a priority for the Health Board. During the pandemic, our desire to capture and mainstream the remarkable scale of changes made by our staff and partners led to establishing a Recovery, Learning and Innovations Group at a very early point in our pandemic response. This was later developed into a Transformation Steering Group (TSG) with a remit to find and test new ideas to achieve our strategic objectives for consideration and adoption by the Board.

Whilst the TSG provided a focus for discussions, much of the work on transformation did not require the formal processes of a group. As an example, proposed planning objectives in relation to developing our social model for health and wellbeing were developed by lead individuals and brought directly to Board. As such, the Board took the decision in March 2023 to stand down the group and consider an alternative approach to ensure that the ambitions for TSG – to disturb the status quo, avoid “group think” and learn from other industries – were embedded in the work of the Board. This report proposes an approach that builds on the work we have done to develop a robust Board Assurance Framework and will strengthen the Board’s direct involvement in identifying transformational opportunities.

Cefndir / Background

During the pandemic, the Board developed a new approach to maintaining a clear strategic direction whilst setting out the shorter term steps it wished to take to make progress in that direction. The pandemic taught us that being clear about the “why, what and when” whilst empowering the wider organisation to both consider “how” to implement and get on with that implementation creates a positive and rewarding environment for our staff to be creative and invested in making change. This was heard clearly in the first Discovery Report commissioned in the summer of 2020 and was the underpinning rationale for the development of our 6 Strategic Objectives and supporting Planning Objectives.

Planning Objectives have been developed from a range of sources including Welsh Government and Ministerial priorities, our strategy – *A Healthier Mid & West Wales*, Executive Directors' portfolio expertise and the wider context in which we operate.

There is, however, a need to ensure there is a route for new thinking beyond our context and environment to keep us "off balance" and open to new, often radical ideas as a counter-weight to continuity. Focusing this process on our 6 Strategic Objectives will ensure that there is a focus and purpose to the search for those new ideas and allows the Board to drive and direct these efforts in the pursuit of its purpose. This report sets out a proposed process to achieve this end.

Asesiad / Assessment

The Board Assurance Framework (BAF) is made up of two elements – the measures we are using to assess our progress towards a particular Strategic Objective and the principal risks that may stand in our way to achieving it. The underpinning Planning Objectives are there to move us forward and are subject to regular assurance and scrutiny through the Board's committee structure.

I am proposing that the BAF becomes the vehicle to direct transformational effort. The process would start with the Board's regular reviews of the BAF, the purpose of which is to consider the degree to which there is evidence of progress towards achieving the Strategic Objectives according to the measures in place. In future, during this review process, where progress is not evident, consideration is given to the following:

- The degree to which the underpinning Planning Objectives are on track as an explanation. In the case where they are not, the relevant committee may be asked to review and assure the Board on remedial action;
- Whether the measure in use is an effective guide to progress. If not, agree that we seek new ways to improve the measurement of our progress possibly by looking outside the organisation for novel solutions and approaches;
- Are the principal risks impeding progress and do we need new ideas to mitigate or eliminate the risk;
- Is there a need to generate new, transformational ideas that can be adopted into future Planning Objectives to "move the dial" in the right direction.

The final 3 points above would be our refreshed approach to transformation. Identification of a bespoke task and finish group of appropriate Independent Members, Executives and others (as required) would then be tasked with seeking out new ideas, developing and testing those ideas and bringing them back to Board for consideration and adoption into the formal planning process through new Planning Objectives. Updates to Public Board meetings on these activities will be made through my regular Chief Executive's Report and approval for any new Planning Objectives will similarly occur through Public Board as part of the routine planning cycle.

Argymhelliad / Recommendation

The Board is asked to consider the above and support further discussions to develop the governance and processes to establish this new approach to transformation, with a further update in September 2023 to formally launch our new approach to transformation.

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):	All Health & Care Standards Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	Not 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 body of the report
Rhestr Termau: Glossary of Terms:	Contained within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Contained within the body of the report

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any issues are identified in the report.
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues are identified in the report.
Gweithlu: Workforce:	Any issues are identified in the report.
Risg: Risk:	Any issues are identified in the report.

Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Any issues are identified in the report.
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	No screening undertaken as part of the report, equality is a key element of the delivery of the Planning Objectives.