

| Domain | Strategic Goal | Planning Objective | Executive Lead |
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| Our People: <i>We have the people we need to achieve our purpose and strategy</i> | 1. Grow and Train our Workforce <i>We have the right people we need, with the right skills and knowledge</i> | 1a Develop an attraction and recruitment plan (which enables service sustainability) and deliver a plan which is designed to streamline and modernise processes, recruitment from different talent pools, attract and support candidates | Director of Workforce and OD |
| | | 1b Develop career progression opportunities for all that want them, and for those that don't ensure they have appropriate development to be the best they can in their role. | Director of Workforce and OD |
| | 2. Support and Retain our Workforce <i>Our people feel motivated and supported</i> | 2a Engage with and listen to our people to ensure we support them to thrive through healthy lifestyles and relationships | Director of Workforce and OD |
| | | 2b Continue to strive to be an employer of choice to ensure our people are happy, engaged and supported in work to further stabilise our services. | Director of Workforce and OD |
| | | 2c Develop and maintain an overarching workforce, OD and partnerships plan | Director of Workforce and OD |
| | Our Patients: <i>Our patients receive the highest quality care</i> | 3: Safe and high quality care <i>Our services are safe and deliver good outcomes</i> | 3a Transforming Urgent and Emergency Care (TUEC) Programme - TUEC / Implement the Six Goals To develop and implement a plan to by March 2024 to deliver Ministerial priorities by 2026. |
| 3b infection prevention and control action plan A detailed infection prevention and control action plan has been developed to target the management of C difficile infection specifically but which includes actions designed to reduce HCAI more broadly including gram-negative and gram-positive bacteraemia | | | Director of Nursing, Quality and Patient Experience |
| 4: Support and Retain our Workforce <i>Our people feel motivated and supported</i> | | 4a Planned Care and Cancer Recovery - Implement the planned care recovery programme in compliance with Ministerial priorities. | Director of Operations |
| | | 4b Develop and deliver a regional diagnostic plan with Swansea Bay University Health Board by Spring 2024. | Director of Operations |
| | | 4c Mental Health Recovery Plan - To develop a recovery plan for Mental Health, neurodevelopmental and CAMHS services to reduce waiting times by March 2024, and maintain a 111 press 2 service on a 24/7 basis for urgent mental health issues | Director of Operations |

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| <p>Our Future:</p> <p><i>Building a better health care system for future generations</i></p> | <p>5: World class infrastructure</p> <p><i>We are building the infrastructure needed to provide high quality care</i></p> | <p>5a Estates Strategy - Develop and progress a suite of plans for our estate to address the significant risks associated with the current buildings and accommodation. To include:</p> <ul style="list-style-type: none"> Progressing A Healthier Mid and West Wales to Outline Business Case stage (Q4) following Programme Business Case (PBC) endorsement and Strategic Outline Case (SOC) approval A 10-year regional capital plan for IRCF and HCF agreed by the Regional Partnership Board and submitted to Welsh Government (Q2) A Board approved property strategy (Q1) and associated programme of work to introduce agile working within the Health Board | <p>Director of Operations</p> |
| | <p>5b Research and Innovation</p> | | <p>Medical Director</p> |
| | | <p>5c Digital Agenda - Lead the digital enablement for Hywel Dda University Health Board, supporting the agreed outcomes of the transformational programme. Will ensure further support engagement across the wider region to ensure key stakeholders are appropriately connected, ambitions are aligned, resources allocated, and financial investment and outcomes are agreed. The emerging plan will command the support of Welsh Government and the Board; and will be procured to ensure that transformation activities can commence by October 2023 with an agreed commercial partner.</p> | <p>Director of Operations</p> |
| | <p>6:Sustainable services</p> | <p>6a Clinical Services Plan - Clinical Services Plan - Establish an overarching programme of work to develop a set of plans for key services affected by the pandemic or facing critical sustainability risks. The plans will span the period up to the new hospital network, support the work on the OBCs as part of A Healthier Mid and West Wales and assist in the delivery of the ministerial priorities. The programme will also align to the ARCH / Mid Wales regional plans and link to the national programmes of work where relevant. The aim is to develop a set of proposals (or options as appropriate) by December 2023 for consideration at the January 2024 Board.</p> | <p>Director of Strategy and Planning</p> |
| | <p><i>Designing and implementing more sustainable services</i></p> | <p>6b Pathways and VBHC - To implement the pathway interface programme that will transform and streamline clinical care pathways across Hywel Dda University Health Board within the next 3 years. Empowering GPs and patient facing health professionals to support patients effectively and efficiently through a digital pathways interface that improves the balance between hospital-based care and gives emphasis to a social model for health and wellbeing and Value Based Health Care.</p> | <p>Medical Director</p> |
| | | <p>6c Continuous Engagement -To establish an overarching programme of work for continuous engagement with a set of continuous engagement plans that make it easier for people to have conversations with us.</p> <p>This will:</p> <ol style="list-style-type: none"> Increase public confidence and trust in the reputation of the Health Board Offer greater ability of service users to influence services and to be better informed. Improve decision making that is driven by public feedback. Enhance visibility of the Health Board’s values through open and transparent communication. | <p>Director of Communications and Engagement</p> |

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| <p>Our Communities: Our population is healthy and we have a positive impact on the determinants of health</p> | <p>7: Healthier communities <i>Our communities support good health</i></p> | <p>7a Population Health - Develop and Implement public health plans which</p> <ul style="list-style-type: none"> Empower and enable people to live healthy lives through the implementation of health improvement initiatives that address health and wellbeing through the life course Provide robust health protection and vaccination services for the community Maximise the population benefits of health and social care interventions through the implementation of Healthcare Public Health Approaches | <p>Director of Public Health</p> |
| | | <p>7b Integrated Localities, Accelerated Cluster Development and Primary Care sustainability</p> <ul style="list-style-type: none"> Integrated Localities & ACD Primary care sustainability plan | <p>Director of Primary Care, Community and Long-Term Care</p> |
| | | <p>7c Social Model for Health and Wellbeing (SMfHW)</p> | <p>Medical Director</p> |
| | <p>8: Positive impact beyond health <i>As an organisation we have a positive impact beyond health</i></p> | <p>8a Decarbonisation and Sustainability - Implement the Board-approved plan for Decarbonisation and support initiatives which promote environmental sustainability and One Health, with the ambition of making Hywel Dda a leading organisation in this area. This work will incorporate both large-scale schemes with a significant benefit to the environment and the development of a 'green' culture which encourages teams and individuals to make changes within their services in support of this ambition</p> | <p>Director of Strategy and Planning</p> |
| | | <p>8b Local Economic and Social Impact - We will:</p> <ul style="list-style-type: none"> Direct our expenditure to local benefit Collaborate with partners to maximise our impact Ensure that we remain focused on the long term impact we can have Position ourselves to make the most of tactical opportunities to maximise local funding arrangements for local benefit, for example through the Levelling-up fund. | <p>Director of Finance</p> |
| | | <p>8c To develop a Board and Welsh Government-approved financial roadmap to return the Health Board to a £25m deficit position. This will</p> <ul style="list-style-type: none"> Provide clear trajectories, including actions and delivery requirements for the organisation Form the basis of a robust three-year financial plan as part of a broader IMTP Be based on recurrent solutions derived from a live and ongoing opportunity framework which is regularly updated to ensure that the Health Board's underlying deficit is reduced in a sustainable manner. | <p>Director of Finance</p> |
| | | <p>8d Welsh Language and Culture - Building on the Welsh language and Culture Discovery process, we will deliver a Welsh Language plan that supports our ambitions to enhance our Welsh language and culture across the health board and engages and inspires our staff, patients, and broader communities. We will also seek to achieve the KPIs outlined within the Bilingual Skills policy, Cymraeg 2050, and More than Just Words</p> | <p>Director of Communication and Engagement</p> |