



CYFARFOD BWRDD PRIFYSGOL IECHYD UNIVERSITY HEALTH BOARD MEETING

DYDDIAD Y CYFARFOD: DATE OF MEETING:	30 May 2024
TEITL YR ADRODDIAD: TITLE OF REPORT:	Closure Report: Annual Plan 2023/24
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lee Davies, Executive Director of Strategy and Planning
SWYDDOG ADRODD: REPORTING OFFICER:	Dr Daniel Warm, Head of Planning Shaun Ayres, Deputy Director of Operational Planning and Commissioning

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

As part of the Annual Plan for 2023/24, the Board re-affirmed the six Strategic Objectives which set out the aims of the organisation, i.e. the horizon that the Health Board is driving towards over the long term, and agreed a set of 23 specific, measurable Planning Objectives, which move the organisation towards that horizon over the next few years. This report provides an overview regarding progress of the Planning Objectives and acts as a closure report for the Annual Plan 2023/24. In April 2024, each of the Board committees received and discussed the closure reports for the relevant Planning Objectives assigned to that committee.

Cefndir / Background

The Planning Objectives are the bedrock of our annual planning process and this report is presented as an update to demonstrate where progress has been made in delivering the Planning Objectives for 2023/24.

The Planning Objectives were first proposed to Board in September 2020. It was noted that: "The Health Board has made many decisions over the last 3 years – some wide ranging – including a major re-organisation of hospital-based services in the south of the Hywel Dda area and a shift towards a 'social model of health and wellbeing' and long-term community driven prevention focus. Others have related to more specific service issues such as the development of individual services or health care facilities.

All of these decisions have moved us towards the future we set out in our main strategy documents published since 2017/18. Until now, however, these accumulated decisions have not been collected together and organised in a way that allows the Board to clearly see whether progress is being made equally on all fronts and identify new opportunities to accelerate us towards those Strategic 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

For clarity, the original Planning Objectives were arrived at by collating all the organisational objectives and commitments listed in the following sources:

- Three-year plan and annual plan
- Decisions made by the Board since 2017-18
- Strategic Discovery Report, published in July 2020
- Gold Command requirements for COVID-19
- Input from Executive Directors

The approach has evolved over the period the Health Board has used Planning Objectives, with fewer (23) Planning Objectives agreed for 2023-24, before a further reduction for 2024-25.

The six Strategic Objectives and their aligned 23 Planning Objectives were used to drive the structure and narrative of our 2023/24 Annual Plan, which was submitted to Welsh Government in March 2023.

Each Planning Objective is also aligned to one of the Committees of the Board for assurance and reports are submitted to each on a regular basis. This reporting is also visible through the Board Assurance Framework.

However, the delivery of the Planning Objectives must also be seen within the context in which the Health Board is currently working. In response to deteriorating financial conditions and mounting operational strains the Executive team, mid-year, reviewed and re-prioritised the agreed Planning Objectives. This review was taken to the September 2023 Public Board (report may be accessed here: [Board report](#)) with a further update to the November 2023 Public Board (report may be accessed here: [Board report](#)).

Asesiad / Assessment

As at the end of March 2024, of the 23 Planning Objectives for 2023/24:

- 4 were completed
- 4 were behind
- 12 were on-track
- 3 had been deprioritised or incorporated into another PO as a result of the September 2023 Public Board decision

The full list of these can be found in Annex 1. Additionally, closure reports have been produced for each of the Planning Objectives and presented to their respective Committees in April 2023; these are included in Annex 2.

Where actions have not been completed during 2023/24, these are expected to continue as part of the Planning Objectives for 2024/25 (or business as usual if not incorporated within a Planning Objective). Based on the learning and progression against the 2023/24 Planning Objectives, a revised set of 10 Planning Objectives for 2024/25 was approved by the Board at its meeting in March 2024 as part of the Annual Plan for 2024/25.

2024/25 Planning Objectives	2023/24 Planning Objectives
PO1: Workforce stabilisation	1a Develop an attraction & Recruitment plan
	1b Develop career progression opportunities
	2a Engage with and listen to our people
	2b Continue to strive to be an employer of choice
	2c Develop and maintain an overarching workforce, OD and partnerships plan
PO 2: Financial recovery and roadmap	6b Pathways and Value Based Healthcare
	8b Local Economic and Social Impact
	8c Financial Roadmap
PO 3: Transforming urgent and emergency care	3a Transforming Urgent and Emergency Care programme
PO 4: Planned care (including cancer, diagnostics and therapies performance)	4a Planned Care and Cancer Recovery
	4b Regional Diagnostics Plan
PO 5: Mental health and CAHMS	4c Mental Health Recovery Plan
PO 6: Clinical services plan	6a Clinical Services Plan
PO 7: Primary care and community strategic plan	7b Integrated Localities
PO 8: A Healthier Mid and West Wales infrastructure	5a Estates Strategies
	8a Decarbonisation & Sustainability
PO 9: Digital strategic plan	5c Digital Strategy
PO 10: Population Health (including the social model for health and wellbeing)	7a Population Health
	7c Social Model for Health and Wellbeing
Business as usual (not taken forward as POs from 2023/24 into 2024/25)	3b Healthcare Acquired Infection Delivery Plan
	5b Research and innovation
	6c Continuous Engagement
	8d Welsh Language and Culture

With respect to the Planning Objectives which are not being taken forward during 2024/25, this does not mean that they are not of relevance, rather that they should be considered business as usual. Further, it is likely that elements of these will continue to form an essential element of other Planning Objectives, for example continuous engagement is a critical element of 2024/25 Planning Objectives 6, 7 and 8; or are elements of our Targeted Intervention de-escalation criteria (for example 3b Healthcare Acquired Infection delivery plan).

Argymhelliad / Recommendation

The Board is asked to take assurance on progress of the 2023/24 Planning Objectives as detailed within the Closure Report.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality:	6. All Apply

Quality and Engagement Act (sharepoint.com)	
Amcanion Strategol y BIP: UHB 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 2021-2022	9. All HDdUHB Well-being Objectives apply

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Contained within the report
Ansawdd / Gofal Claf: Quality / Patient Care:	Contained within the report
Gweithlu: Workforce:	Contained within the report
Risg: Risk:	Contained within the report
Cyfreithiol: Legal:	Contained within the report
Enw Da: Reputational:	Contained within the report
Gyfrinachedd: Privacy:	Contained within the report
Cydraddoldeb: Equality:	Contained within the report

Annex 1: 2023/24 Planning Objective Status as at end of March 2024

Planning Objective	Executive Lead	Status
Planning Objectives aligned to the People, Organisational Development, and Culture Committee (PODCC)		
1a Develop an attraction and recruitment plan	Director of Workforce and OD	Completed for 2023/24 components (on-track for components deferred to 2024/25)
1b Develop career progression opportunities	Director of Workforce and OD	Completed
2a Engage with and listen to our people	Director of Workforce and OD	Completed
2b Continue to strive to be an employer of choice	Director of Workforce and OD	On track
2c Develop and maintain an overarching workforce, OD and partnerships plan	Director of Workforce and OD	On-track
5b Research and Innovation	Medical Director	Completed
6c Continuous Engagement	Director of Communications and Engagement	Not applicable – Planning Objective was paused as a result of the September 2023 Board decision
8d Welsh Language and Culture	Director of Communications and Engagement	On-track
Planning Objectives aligned to the Quality, Safety and Experience Committee (QSEC)		
3b Infection Prevention and Control Action Plan	Director of Nursing, Quality and Patient Experience	On-track
Planning Objectives aligned to the Strategic Development and Operational Delivery Committee (SDODC)		
3a Transforming Urgent and Emergency Care (TUEC) Programme	Director of Operations	On-track
4a Planned Care and Cancer Recovery	Director of Operations	On-track
4b Develop and deliver a regional diagnostic plan	Director of Operations	Behind
4c Mental Health Recovery Plan	Director of Operations	On-track
5a Estates Strategy	Director of Strategy and Planning	Behind
6a Clinical Services Plan	Director of Strategy and Planning	On-track
7a Public Health	Director of Public Health	On-track
7b Integrated Localities, Accelerated Cluster Development and Primary Care sustainability	Director of Primary Care, Community and Long-Term Care	Not applicable – the Planning Objective is now incorporated into the Primary Care Strategy Development Work
7c Social Model for Health and Wellbeing	Director of Public Health /Medical Director	On-track
Planning Objectives aligned to the Sustainable Resources Committee (SRC)		

Planning Objective	Executive Lead	Status
5c Digital Agenda	Director of Finance	On-track
6b Pathways and VBHC	Medical Director	On-track
8a Decarbonisation and Sustainability	Director of Strategy and Planning	Behind
8b Local Economic and Social Impact	Director of Finance	Not applicable – Planning Objective was paused as a result of the September 2023 Board decision and now considered complete
8c Develop a Board and Welsh Government-approved financial roadmap to return the Health Board to a £25m deficit position.	Director of Finance	Behind



Annex 2

2023/24 Planning Objective Closure Reports



Planning Objectives aligned to People, Organisational Development, and Culture Committee (PODCC)

Planning Objective: 1a Develop an attraction & recruitment plan

Executive Lead: Lisa Gostling

Overall status: Completed for 2023/24 components, On-track for components deferred to 2024/25

Key achievements over 2023/24

- Implemented new methods of advertising and appointing to roles including non-electronic methods and moved from traditional interviews where it was appropriate to do so.
- Developed an attraction plan linked with R&D, service development, improvements, innovation, benefits, and educational offer to new recruits.
- Appointed to vacancies via different employment pools
 - 34 clinical apprentices appointed
 - 3 non clinical apprentices appointed
 - 97 overseas nurses appointed
 - Scoped and appointed to overseas doctors
 - Developed 100 opportunities for students to join the nursing and hotel facilities banks
 - Developed opportunities for HCSWs to join level 3
 - Developed pathways for HCSW to join level 4 and to become registrants

Outstanding actions / elements still to be completed

- Redesign all job description & person specs with focus on key responsibilities and core requirements breaking down qualifications to allow broader understanding of requirement.
- Enhance the Health Board offer to improve the lives of local population by implementing initiatives to support social responsibility requirements and supporting areas of deprivation e.g., local volunteering
- Appointed to vacancies via different employment pools – explore the possibility for the introduction of medical apprenticeships – paused to be explored in 2024/25.

Any other Comments / General Observations

- Redesign all job description & person specs with focus on key responsibilities and core requirements breaking down qualifications to allow broader understanding of requirement – slowed to be aligned with work across Wales, progressing as part of business-as-usual continuing through 2024/25.
- Develop programmes for employability support for public, managers and future leaders – initially deferred to 2024/25 this has now been addressed via alternative providers and therefore is no longer a Health Board priority.
- Appointed to vacancies via different employment pools - numbers were reduced due to the financial position.
- Enhance the Health Board offer to improve the lives of local population by implementing initiatives to support social responsibility requirements and supporting areas of deprivation e.g., local volunteering - progressing, targets and quantifiable outcomes to be agreed continuing through 2024/25.

Planning Objective: 1b Develop career progression opportunities

Executive Lead: Lisa Gostling

Overall status: Complete

Key achievements over 2023/24

- In order to identify target development pools to support future registrant roles an internal service-level scoping exercise was completed to gain knowledge and insight to develop understanding of career development and role enhancement opportunities (by service/profession), governance requirements, training needs, contractual arrangements, extending roles, creation of new roles, considering flexible employment opportunities, rotations or secondments. This has created a base for wider discussions and opportunities.
- Learning Needs Analysis template has been developed and piloted, this is now being evaluated to use as a tool to provide greater intelligence of skills shortages and training needs.
- The “Do you want to be a nurse” campaign also created a readily available pool of applicants to join nursing education, making it easier to fill the 2023/24 commissioned places for education.
- The higher awards process has now been automated and reshaped. This was presented in draft to SPPEG in February 2024 and includes a link to the Annual Plan and Education Commissioning.
- An operational Interprofessional Education Plan has been developed and submitted to SPPEG in February 2024, a working group has now been formed to drive the ongoing achievement of the plan, which includes using simulation as a driver of interprofessional education. Partnership with Swansea University in a £850K bid for interprofessional scenarios has created momentum for the plan.

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Further identification of development pools to support future registrant roles , this was deferred for 24/25 although vacancies have been held within teams involved in delivery.

Any other Comments / General Observations

- Funding education & development opportunities as a result of the current financial constraints as highlighted in the scoping document, learning needs analysis and as part of the higher awards application windows remains a challenge.
- Training accommodation to deliver generic and interprofessional training is still being explored recognising training accommodation challenges.
- Progress made towards the interprofessional education opportunities has allowed greater sharing of resources.
- Capacity to provide placements and financial constraints have restricted the numbers going through internal ‘Grow Your Own’ (GYO) pathways.
- Increased attrition reported through GYO and HEI’s impacting the supply of future registrants
- A business as usual approach has been adopted to all components of the planning objectives to drive further progress and explore opportunities.

Planning Objective: 2a. Engage with and listen to our people

Executive Lead: Lisa Gostling

Overall status: Complete

Key achievements over 2023/24

- A single point of access portal for our staff for health and wellbeing issues and resources has been designed and delivered. This was completed in May, well ahead of schedule. Since that time 1764 staff have accessed the site at least once, with several other subsequent views leading to 3,707 total views to date.
- There was a £50k fund set aside from the Charities Committee to support the Fatigue & Facilities Charter implementation. Some examples of how this resource has been used include a significant refurbishment of rest rooms to support both junior doctors and consultants at Glangwili Hospital; and outdoor furniture and garden areas at Bronlais Hospital.
- Delivering kinder people processes to support individuals during challenging times was slowed in year as part of the planning prioritisation process. However, Hywel Dda continues to pilot a more supportive policy framework whilst we await the Welsh Partnership Forum sign off of the All Wales Capability Policy review. Reporting on our ER cases for 2023 will be completed by the end of March in readiness for the April PODCC.
- A second staff discovery report with a particular focus on staff retention has been completed and an action plan developed and approved in PODCC in February 2024.
- Actions relating to the implementation of our Strategic Equality Plan were reported in October to Welsh Government with positive feedback received. A broad range of activity is ongoing and a refreshed Strategic Equality Plan and objectives for 2024-28 were presented to the Board in March 2024.
- Our Organisational Development Relationship Manager Team work with local teams to enable healthy and happy working cultures. The team has been strengthened by the appointment of a Retention Lead, funded by HEIW. Excellent progress has been made on the Nurse retention agenda with a reduction of 3% in turnover of Registered Nurses between Dec 22 and Dec 23 and a reduction in turnover from 8.94% to 7.16% for Health Care support workers for the same period, that is down by 1.8%.
- A Medical Retention Group was established in Autumn 2023 and our medical staffing data and intelligence has been analysed and a piece of research into good Medical Retention practice has been conducted. This work will inform the development of a Medical Retention Action Plan.

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Further wellbeing resource investment to support the Fatigue and Facilities Charter implementation is being sought from the Charities Sub-Committee during 2024/25.
- Purchase of a new Employee Relations Case Management System in Spring 2024 will further enable our approach to kinder people processes by improving the efficiency of cases.
- Implementation of the Staff Retention Discovery report actions will continue throughout 2024/25.
- The development of a Medical Staff Retention Action Plan in Spring 2024. Establishment of an AHP Retention Group in Summer 2024 and the development of an action plan for retention in Autumn 2024.
- The Partnership Forum has established a series of working groups to further develop the Non Pay elements of the National Pay Agreement.
- Recruitment to the Black, Asian, Minority and Ethnic Bank Investigating Officer not been appointed to despite use of positive action statements in our job adverts. Due to financial savings required for 23/24 recruitment has temporarily been paused.

Any other Comments / General Observations

- Our continuing work to engage and listen to our staff through a variety of means is having an impact. This is being shown in our decreasing turnover rates and by our staff being willing to share their comments with us more openly and at earlier opportunities. Our partnership working with our staff side colleagues continues to be a fundamental building block in enabling our cultural progression.



Submitted By: Heather Hinkin (Tracy Walmsley)

Date Submitted: 15 March 24



Planning Objective: 2b Continue to strive to be an employer of choice

Executive Lead: Lisa Gostling Director of Workforce and OD

Overall status: Variation of plan as per below as agreed with Executive Lead

Key achievements over 2023/24

- Work continues on stabilisation and action plans have been drafted for medical and nursing staff which includes Healthcare Support Workers. Data for the Allied Health Professional staff group is being analysed that will link to an action plan that is currently being developed.
- All policies have been approved by PODCC as per plan with the exception of Fixed-term Guidance which is being reviewed and we are awaiting final comments

Outstanding actions / elements still to be completed (IF APPLICABLE)

The following have been paused until further notice:

- Enable job enrichment by enhancing roles and ways of working where appropriate, methodology and core principles to be developed.
- Plan developed to optimise digital opportunity and facilitate cost effective workforce agility.

Any other Comments / General Observations

- The Admin & Clerical review analysis has been undertaken and further stages will be developed.
- As per points in the outstanding actions, these will be reflected on and as appropriate built into the Workforce Plan, Recruitment Plan, Retention Plan and Education Plan for 24/25.

Planning Objective: 2c Develop and maintain an overarching workforce, OD and partnerships plan

Executive Lead: Lisa Gostling Director of Workforce and OD

Overall status: On-track

Key achievements over 2023/24

- Implement succession planning and leadership management pipeline: a cadre of programmes have been developed and successfully implemented.
- Further develop short and long-term workforce plan for services and professional groups: Over 50 Operational workforce plans have been developed at a service level; currently being translated into professional groups through the People Regeneration Framework to assess short-, medium- and long-term implications.
- Understand our people by using quantitative and qualitative data: work is progressing on how to align data sources; PODCC performance metrics and continues to develop. Premium workspace for Workforce and Learning & Development has been identified and obtained to allow dashboards to be shared with colleagues without the need for pro licenses. Work had been completed with Organisational Development to enhance and give more insight to the PODCC report overlaying the quantitative data with qualitative insights.
- Develop a process of listening and learning from staff experiences ensuring regular feedback – This links predominantly with the work of 2a please see detail.

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Further develop short and long-term workforce plan for services and professional groups: as an iterative process; the workforce technical document will set out the future work for 2024/25 including a focus on Allied Health Professionals, Healthcare Sciences, and Medical & Medical Allied Practitioners. An Admin & Clerical review is ongoing.
- Promote a culture of innovation and enhance university health board reputation. This has been paused until further notice.

Any other Comments / General Observations

- Further develop short and long-term workforce plan for services and professional groups
- Understand our people by using quantitative and qualitative data. Work is ongoing to continue to further develop our use of quantitative and qualitative to understand our people.
- Promote a culture of innovation and enhance university health board reputation – this will be reflected on in the Workforce Plan for 24/25.

Planning Objective: 5b Research and Innovation

Executive Lead: Mark Henwood

Overall status: Complete

Key achievements over 2023/24

- 1. Advanced work to understand the reasons for fewer oncology research trials being open in Hywel Dda UHB than other Health Boards but more to do to address the differences (see outstanding actions).
- 2. Adequate funding secured through Health and Care Research Wales (HCRW) to support core research delivery establishment in 23/24.
- 3. Advanced work programme to establish 'fit for purpose' research facilities by opening BGH research facility but more to do to ensure facility concerns are addressed in all areas (see outstanding actions).
- 4. Increased the number of clinicians with dedicated research time incorporated into their job plans/PADRs, through new time awards made, and existing awards extended.
- 5. Achieved site (BGH, WGH, PPH, GGH) specific Research Delivery Plans.
- 6. Delivered the service, performance and financial aspects of the third year of TriTech Business plan.
- 7. Reviewed TriTech establishment in view of increasing work demands.
- 8. Appraised TriTech expansion possibilities, working with collaborative partners across Welsh NHS. Determination that all Wales collaborations would be on a project by project basis.

Outstanding actions / elements still to be completed (IF APPLICABLE)

Reported against the numbered achievement areas above:

- 1. Put in place arrangements to grow oncology research trials. Any new arrangements would be subject to regional and national decisions. This is because oncologists deliver services regionally and research delivery support depends on national funding decisions. A options appraisal has been escalated to the Medical Directors of both organisations.
- 3. The development of a research facility at WGH. This has been outside of the direct control of the Department and related to the ongoing RAAC issues.

Any other Comments / General Observations

- A very positive Health and Care Research Wales (HCRW) review of R&D took place in the Autumn, with feedback provided at the last PODCC on strengths and areas for development.
- The TriTech Institute has taken on its first national commission, delivering a piece of work on behalf of the Welsh NHS Executive. The work will be evaluating the impact Institute of Clinical Science and Technology Platform in the management of respiratory conditions.

Planning Objective: 6c Continuous Engagement

Executive Lead: Alwena Hughes Moakes

Overall status: Paused

Key achievements over 2023/24

- Consultation completed on the selection of a site for the proposed new urgent and planned care hospital. The Health Board was awarded a Best Practice Award by the Consultation Institute.
- The consultation on the future of urgent and emergency Paediatric Services at Withybush and Glangwili Hospitals was completed and presented to Board. The consultation was also awarded a Best Practice Award.
- Early engagement with staff and patients on the Clinical Services Plan to support development of the Issues Papers that will inform the plan during 2024.
- Engagement events with patients of two practices (Cross Hands and Tumble and Laugharne Branch Surgery) to identify preferred options for the future of the surgeries.
- Attendance at large local events as enablers of continuous engagement with our local communities e.g. Urdd Eisteddfod in Llandoverly and Pembrokeshire Show

Outstanding actions / elements still to be completed (IF APPLICABLE)

Recognising the level of engagement and consultation undertaken during the year, coupled with the decision not to immediately back-fill roles within the engagement team (to meet financial savings plan), some of the deliverables within the planning objective was paused. These include:

- Produce a series of standards and guidance on continuous engagement to promote good practice across the organisation
- Develop a series of engagement opportunities that build on the range of 'Willing to listen' events that aim to gain an understanding of what would motivate people within the Rising Risk Groups to be more aware of their own health and their own agency in connection with their health.
- Agree a process for monitoring and evaluating continuous engagement with seldom heard groups and individuals with protected characteristics.
- Establish a mechanism for measuring the triangulation of feedback from all sources of engagement with public, patients and staff, to ensure that the work of Hywel Dda University Health Board is informed and influenced by the views and perspectives of all our stakeholders

Any other Comments / General Observations

- The deliverables of the PO are important areas of work that will be delivered at a slower pace, or when the team is fully resourced.



DIOGEL | CYNALIADWY | HYGYRCH | CAREDIG
SAFE | SUSTAINABLE | ACCESSIBLE | KIND

Submitted By: Alwena Hughes Moakes

Date Submitted: 15-03-2023



GIG
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NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Planning Objective: 8d Welsh Language and Culture

Executive Lead: Alwena Hughes Moakes

Overall status: On-track

Key achievements over 2023/24

- Discovery Report and action plan approved. Actions outlined in action plan are being implemented
- Welsh Language Champions/Mentors network launched and implemented
- Ongoing work to support managers to recruit Welsh speakers
- Ongoing work promote the Welsh Language and recognise that patients receive care in their language of need as a key patient experience and quality of care issue
- Secured funding for a second year to continue with a tutor for the Building Confidence Course for Welsh Language learners and speakers

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Achievement of target completion rate for Welsh language awareness course in ESR – continued promotion of course through channels but achievement remains at 74% (February 2024).

Any other Comments / General Observations

- **Risks to delivery:** Continued capacity constraints in delivery teams, resulting in a reduced ability to support Welsh language activities



Planning Objectives aligned to Quality, Safety and Experience Committee (QSEC)

Planning Objective: 3b Infection and Prevention Control Plan

Executive Lead: Sharon Daniel

Overall status: On-track

Key achievements over 2023/24

- Re-established Infection Prevention standards and engagement, following complacency and Infection, Prevention and Control (IP&C) fatigue as a result of the pandemic
- Improvement of approx. 10% less cases than last year's *C.diff* figures. *C.diff* ward rounds and Healthcare Acquired Infection (HCAI) Scrutiny meetings embedded across all sites to learn from events
- *C.diff*, UTI and Isolating Iris workshops have been held throughout the year in Glangwili (GGH) with excellent attendance and engagement, rolling out to other sites
- Responding to requests from HR and workforce, the team have provided Infection Prevention workshops in local schools
- Improvements in reduction in *Staph.aureus* and *Klebsiella* bacteraemias
- Progress being seen with feasibility study agreement for potential installation of an extra negative pressure isolation suite on the GGH site, this is a step forward towards compliance with WHC 2018 (033)
- Hand hygiene: improvement work has yielded an increase of 30% compliance across the Health Board – Actively engaging with CNO/Bevan Commission/RCN on forthcoming 'gloves off' campaign (plus other PPE). Local initiative demonstrated reduction in glove usage of 10-30% - this forms part of our sustainability objective. Currently working with Swansea Bay University Health Board and national sourcing to commence change of hand hygiene product with the aim to increase compliance and remain cost neutral
- The IP&C team have further developed the Health Board's FMT (faecal microbiota transplant) service enabling the offer of equitable access for both community and acute patients, negating the need for admission
- ANTT competency assessors established in all areas and disciplines across the Health Board, thereby increasing compliance – aiming for Bronze accreditation by end Q1 2024
- Successful pilot of cleaning trial with disaggregation of catering and cleaning tasks. Awaiting paper to be presented to board for widespread role out.

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Working with our Public Health and local authorities to improve health of our Hywel Dda population including addressing high instances of *E.coli* within the community
- Environmental audits including kitchens across all sites – these audits are now outstanding and shall need to be completed in the new Financial Year
- Streamline meetings across sites
- Use of HPV (hydrogen peroxide vapour) still not enabled – awaiting trial on Prince Philip (PPH) site

Any other Comments / General Observations

- HDUHB HCID (High Consequence Infectious Disease) training day planned for 12th April in GGH, working with procurement to secure stock of nationally (PHW) agreed PPE
- Collaborative working with Swansea University to develop multidisciplinary ANTT virtual reality module for training and competency assessment
- Develop mechanism for decant of wards to enable effective deep cleaning and refurbishment of areas
- Developing process for monitoring of equipment such as location of air purifiers
- Main laundry in GGH closing as laundering service to move to Llansamlet (Shared Services) – minimal communication regarding this process and operational issues need to be finalised. IP&C visit to Llansamlet before end of March for assurance



Planning Objectives aligned to Strategic Development and Operational Delivery Committee (SDODC)



DIOGEL | CYNALIADWY | HYGURCH | CAREDIG
SAFE | SUSTAINABLE | ACCESSIBLE | KIND

Submitted By: Alison Bishop

Date Submitted: 21st March 2024



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Planning Objective: 3a - Implement the Six Goals & To develop and implement a plan to by March 2024 to deliver Ministerial priorities by 2026

Executive Lead: Andrew Carruthers

Overall status On-track

Key achievements over 2023/24

- Phase 1 of the Clinical Streaming Hub - local delivery / resource hubs; Eastgate in Carmarthenshire, Porth Preseli in Pembrokeshire came on line end of 2023 and Ceredigion have an offer through Porth Gofal and their community service model with outreach in South Ceredigion working with the Same Day Urgent Care (SDUC) service.
- Development of enhanced community care wrap around services to support local resource hubs continues at pace (aligned with the Further Faster pathways)
- Same Day Emergency Care (SDEC) units active in 3 general hospital sites providing safe alternative direct access pathways via Primary care or WAST, avoiding unnecessary conveyance and attendance at Emergency departments and wherever possible discharge individuals home to sleep in their own bed and avoiding an inpatient stay.
- Continued improvement on reducing the Pathway of care Delays from the April 2023 baseline position through, applying a consistent approach to the discharge process, robust action plan against those areas with the highest and longest number of delays i.e. the assessment phase and increasing the number of Trusted assessor within the region

Outstanding actions / elements still to be completed (IF APPLICABLE)

Any other Comments / General Observations

- There has been a considerable amount of clinical engagement undertaken over the last 12 months to help formulate the clinical vision for the regional streaming hub and associated local resource hubs and also work to ensure alignment with other key programmes of work such as Strategic Primary & Community Care, Further Faster etc

Planning Objective: 4a Planned Care and Cancer Recovery

Executive Lead: Andrew Carruthers

Overall status: On-track

Key achievements over 2023/24

- The number of patients on the cancer pathway over the 62-day standard has improved by over 25%
- The number of patients waiting beyond the referral to treatment time (RTT) milestone of 104 weeks reduced from an ambition of 5034 to 1458 at the end of March 2024
- Reduction of backlogs have focused creating opportunities, these have included:
 - Utilised all backfill opportunity in theatres to deliver extra capacity focussed on the longest waiting cohort.
 - Waiting List team validated all patients waiting over 104 weeks and sent to pre-assessment.
 - Refocussed all capacity on longest waiting cohort – working with the responsible teams to ensure all activity was booked from this cohort, and that theatre sessions are fully utilised
 - Validation of patient cohort implementing INNU policy and clinical pathways. Monitoring theatre utilisation in line with GIRFT
 - Improved training
- The planned care position should also take into account the Health Board has had to deal with a number of critical issues with respect to Industrial Action, RAAC, fire and business continuity work (which has progressed addressing some of the most critical risks to our estate)

Outstanding actions / elements still to be completed (IF APPLICABLE)

- This work will continue through 2024/25, as part of new Planning Objective 4: Planned care, diagnostics and cancer
- We're prioritising delivering the best and most efficient care standards, with an immediate focus on cancer care and reducing waiting times in key areas, including diagnostics and outpatient services.
- Through 2024/25 the Health Board expects to deliver an improved position across Planned Care services. The aspiration is to deliver the 75% Single Cancer standard, have no patients waiting over 104 weeks and no patients waiting over 52 weeks for the first outpatient appointment, in addition to no patients waiting over 8 weeks for diagnostics. At present the plan achieves this in all specialties except Orthopaedics and Ophthalmology. This also includes the eradication of 104-week waits in most specialties

Any other Comments / General Observations

- In challenging our approaches to achieve the RTT position, the Health Board has adopted a comprehensive approach and a suite of measures and solutions that not only enhances productivity but also optimises patient flow and resource allocation. This endeavour encompasses a series of targeted actions:
 - Pursuit of a 5% Productivity Enhancement
 - Implementation of GIRFT Recommendations
 - Incorporation of ROTT (Reasons Other Than Treatment)
 - Waiting List Initiatives and Outsourcing
 - Commitment to Continuous Improvement

Planning Objective: 4b Regional Diagnostics

Executive Lead: Andrew Carruthers

Overall status: Behind

Key achievements over 2023/24

- Establishment of a Regional (Hywel Dda/Swansea Bay) Diagnostic Programme Board. (ARCH)
- Approval of the plan to establish a Regional Pathology service, in shadow form from April 2024 (ARCH)
- A regional diagnostics programme community diagnostics workshop to establish priority areas for possible regional collaboration (ARCH)
- Clearer joint data sets i.e. Radiology
- Diagnostics services SWOT analysis completed across both Health Boards

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Creation of diagnostic specific groups for: Endoscopy: Radiology: Terms of reference were produced but meetings not progressed
- Creation of a diagnostics workforce group or function
- Clear demarcation between individual Health Board work and those elements susceptible to regional development
- Neurophysiology regionalisation is on hold awaiting the WHSSC service specification (24/25) and ARCH resource allocation

Any other Comments / General Observations

- As the year progressed it became apparent that initial, ambitious plans for the ARCH regional diagnostic programme were hampered by a lack of resource within the ARCH team,
- There has also been a recognition during Q4 that there may need to be some re-alignment of Joint regional planning arrangements outside the ARCH infra-structure, and some of this may include diagnostic elements.
- It also became apparent that a lack of clear, Health Board specific, diagnostics strategy and plans (for both Health Boards) was hampering efforts to establish regional priorities
- During Q4 most meetings of the Regional Diagnostics Programme Board were cancelled

Planning Objective: 4c Mental Health Recovery Plan

Executive Lead: Andrew Carruthers, Director of Operations

Overall status: On-track

Key achievements over 2023/24

- Established a 24/7 Children and Young People alternative to hospital/discharge lounge in Carmarthen, linked to Crisis Assessment & Treatment Teams.
- Commissioned 2 x Youth Worker led children and young people Sanctuaries in Pembrokeshire and Ceredigion.
- Developed and implemented a robust co-occurring Mental Health and Substance Misuse Framework and Pathways.
- Commissioned external providers to deliver timelier assessments to reduce excessive waiting times in Autistic Spectrum Disorder (ASD).
- A new Sector Model of Care has been developed and implemented across all GP cluster boundary areas. Which means that seamless care is provided from community to inpatient settings through a single consultant.
- New service specifications for the Memory Assessment Service and the Dementia Well-being Service have been developed and implemented.
- The GP Cluster based Well-being Service within Integrated Psychological Therapies Services (IPTS) has been fully recruited to and is now fully operational, offering face to face brief interventions cross all GP Cluster areas.

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Develop a holistic clinical pathway for people living with dementia whilst experiencing acute-frailty distress during inpatient episodes of care.
- The strategic work on 'No wrong door' is being led by the Regional Partnership Board colleagues and timelines are subject to a regional agenda. Work is ongoing to scope possible models for multi-agency referral panels/pathways.
- Development of the new service specification for Learning Disabilities and Adult Inpatient settings including, pathway redesign, roles and functions etc has been delayed to 2024/25 due to current financial pressures. This includes any associated Organisational Change Process.
- Savings targets for CHC is being impacted due to the lack of availability of council accommodation e.g. there are 15 individuals that could step down into independent accommodation however there are no suitable/available Local Authority housing options.

Any other Comments / General Observations

- There is a national shortage of Learning Disability Nurses which may impact on planned recruitment for new service model.
- Inpatient Services continue to be impacted by a lack of registered nurses to safely staff wards, exacerbated by staff sickness, maternity leave and difficulties with recruitment.
- Demand continues to outweigh capacity in ASD services, which is severely impacting on performance targets.

Planning Objective: P05a Estates Strategy

Executive Lead: Lee Davies

Overall status: Behind

We are behind on the timeline for the completion and submission of a Board approved AHMWW SOC by September 2023. Please see below for the delay details relating to the WG commissioned clinical model review and the WG Infrastructure Investment Board (IIB).

Key achievements over 2023/24

- Completion of the WG commissioned Clinical Model Review by Aug 23 - As at quarter 2 report, draft report received and broadly supportive of the UHB's clinical model. Formal feedback and copy of final report is still awaited from WG.
- Completion and submission of Board approved SOC by Sept 23 – The final version of the SOC will need to reflect the output from the finalised Clinical Model Review and the results of the September 2023 IIB discussions. Correspondence has been received from the Deputy Chief Executive – NHS Wales (October and December 2023). A workshop is to be held with WG on 22nd April 2024 to agree the range of strategic options for SOC appraisal which will help determine cost and timeline consequences for the programme. WG formal endorsement of the PBC also remains outstanding and will in part, at least, be dependent upon the UHB responding to the IIB on the actions taken as a consequence of the Nuffield Trust Review.
- Land consultation for new Urgent and Planned Care Hospital reported to Public Board by Sept 23 – Report presented to 14th September Board resulting in shortlist of 2 sites
- Submission of regional 10-year capital plan to WG by Aug 23 - Complete
- Submission of FBC for Cross Hands by Jan 24 - This is now targeted for May 24 as a consequence of the limited response to the market testing exercise to inform the scheme target price.

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Clinical Review - formal feedback from WG to be received
- Feedback to WG on the actions taken by the UHB in relation to the Nuffield Trust review.
- A workshop to take place with WG officers to discuss and recommend the further options to be explored in the SOC.
- Successful conclusion of above will allow UHB to cost and procure the team to support the completion of the SOC for new hospital, GGH and WGH and to formally consider its approval and submission to WG for their review and subsequent approval. Timing is dependent on any further work emerging from the workshop with WG officers and the timing of the PBC endorsement by WG which must precede consideration of the SOC by the UHB Board.

Any other Comments / General Observations

Risks to delivery: The programme is in delay. There is a risk that the programme might be further delayed or stopped. This is because of the risk of insufficient capital (or potentially revenue for innovative finance solutions) to support the development and implementation of the programme infrastructure requirements. The impact would be the highly significant risk to current service provision, location of services, equity of access and the need for unplanned service changes in response to potentially unsustainable service scenarios.

Planning Objective: 6a Clinical Services Plan

Executive Lead: Lee Davies

Overall status: On-track

Key achievements over 2023/24

- Development of the governance, scope, and programme approach for the Clinical Services Plan
- A clinically led assessment of the ten service areas included within the Clinical Services Plan programme has been completed
- An Issues Paper will be presented to Board in March 2024, outlining the key findings from activity data, concerns data, workforce data, and early engagement with staff and service users.

Outstanding actions / elements still to be completed (IF APPLICABLE)

- In March 2024, the Board will be asked to agree that all nine services (excluding Primary Care and Community Services) move to phase 2 of the Clinical Services Plan programme (Option Development process)
- It is anticipated that a series of options for how the Clinical Services Plan programme could be delivered will be submitted to the Board for decision in September 2024.
- The Board will also be asked to agree that a separate governance structure be established to oversee the development of a Primary Care and Community Services Strategy

Any other Comments / General Observations

The following potential risks have been identified that may impact phase 2 and phase 3 of the Clinical Services Plan programme (excluding Primary Care and Community Services):

- There is a risk that resources required including corporate support, operational teams and clinical time may not be available to support the continuity of the programme.
- There is a risk of scope creep in considering whole pathway approaches when considering options in relation to configuration.
- There is a risk relating to the current programme scope and that this reflected the position in the Health Board at the point in time the CSP commenced and does not consider further services that have been identified through the annual planning process that may need to be considered or supported for similar reasons.
- There is a risk of managing the interdependencies including the regional and recovery schemes taking place.
- There is a risk in relation to the finance required for Phase 3 of the programme. This has been articulated through the annual planning process and is logged through the relevant planning objective for the Clinical Service Plan.

Planning Objective: 7a: Population Health

Executive Lead: Dr Ardiana Gjini

Overall status: On-track

Key achievements over 2023/24

1. Healthy Weight Healthy Wales:
 - Whole System Approach to Healthy Weight programme: recruitment to all posts, and engagement with PSBs following participatory system mapping workshops.
 - Level 3 Weight Management Service: Fully staffed MDT is now in place.
2. Tobacco control – progress continues to be made in reducing smoking prevalence, with HDdUHB being only Health Board to achieve WG target of 5% smokers making a quit attempt via cessation services. Local Tobacco Control Group established. Promotion of cessation service led to 40% increase in hospital referrals vs 22/23.
3. Alcohol and Drug Use: Strengthening of the Area Planning Board, and development of work plans to meet long-term requirements of national drug and alcohol plans. Highlights including launch of Blue Light Project in Q4 to work with change resistant alcohol users. Roll out of Naloxone training to local police to prevent deaths from opiate overdose.
4. Children and Young People: Healthy Schools and Whole School Approach to Emotional and Mental Wellbeing – 100% of secondary schools completed self-evaluation 85% completed action planning.
5. Children and Young People: Early Years Needs Assessment completed, next steps to
6. Community development and Outreach Team completed over 10,000 engagements focusing on bridging the gap between health services and underserved communities.
7. Health Protection – Undertaken system workshops to develop sustainable local health protection system, adopting an all-hazards approach. Development of Hep C elimination action plan and steering group.
8. Immunisation and Vaccination
 - collaboration with Community Development and Outreach Team to provide immunisation opportunities directly to underserved groups, including Gypsy and Traveller communities.
 - Undertaking additional MMR clinics to respond to increased threat of measles.
 - Completion of vaccine champion training for social care settings.
 - All 48 HDd region GP practices commissioned to deliver shingles vaccination programme
9. Completion of the 'A Regional Collaboration for Health' (ARCH) Health Needs Assessment to inform evidence-based regional planning.
10. Production of initial Procedures of Limited Clinical Effectiveness policy and Interventions Not Normally Undertaken policies.

Outstanding actions / elements still to be completed (IF APPLICABLE)

1. Establishment of a health board wide forum for progression of population health and equity agendas – planned in Q1 24/25.
2. System wide, sustainable health protection model working with local partners currently in development, for progression in Q1 24/25.
3. Vaccine Equity Strategy to go to newly established Health Protection Group in Q1 24/25, with strategy delivery plan to be by Q2.
4. Healthy Weight Healthy Wales: In context of Health Board financial and service delivery situation model developed for CYP & families and discussed at Health Board CYP Working Group needs to be revised and developed alongside development of national plans for weight management.

Any other Comments / General Observations

1. While progress has been made across the planning objective, long term reduced head counts in the SLT continue to pose challenges to delivery, however new leadership during the second half of 23/24 affords a much stronger footing for the successor 24/25 objective PO10, with revised and refreshed structures for delivery.
2. Population health workstreams will require continued long term strategic commitment to achieve necessary shift to prevention and change of current trajectories of ill health in our communities. A system wide focus on prevention and health equity is essential to meeting the sustainability and long-term strategic objectives of the Health Board.
3. Risks to future delivery include financial challenges including reductions in grant funds, paired with expanding delivery demands from WG, workforce challenges are also likely to continue.

Planning Objective: 7b Integrated Localities, Accelerated Cluster Development and Primary Care sustainability

Executive Lead: Jill Paterson

Overall status: Not applicable – this Planning Objective is now incorporated into the Primary Care Strategy Development Work

Key achievements over 2023/24

- Professional collaboratives established for Community Pharmacy and Optometry with good attendance
- Ministerial Milestones have been achieved and reported on
- Development of an Issues Paper to inform the development of a Primary and Community Services Strategy
- All new Cluster projects are established with a monitoring methodology (QI) and robust data collection to support project progress and review

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Following the Board decision in September 2023, this Planning Objective was paused and the work incorporated into the Primary Care Strategy Development work
- As articulated in a Board paper also in September 2023, the Primary Care Strategy the following were agreed to be in scope:
 - Primary Care contracted services: General Medical Service, Optometry, Community Pharmacy and General Dental Services
 - HDUHB Managed Practices (current and future vision)
 - Community provision of services to bring care closer to home, including social prescribing, working with the Third Sector, multi-disciplinary working, Community Resource Teams, outreach service provision e.g. leg ulcer clinics etc
 - Health Board wide framework for the design and development of services at Pan Cluster Planning Groups at County level (Integrated Locality Planning)
 - The provision of Out of Hours services, 24/7 and Urgent Primary Care
 - Community Dental Services

Any other Comments / General Observations

- The work on the strategy is also a key element of the Clinical Services Plan, As we move into 2024/25 and into phase 2 of the CSP, the focus for Primary Care will be
- Whilst Primary Care has been included as part of the Clinical Services Plan process, phase 2 will differ to the other pathways. The key objective from the Primary Care issues paper is to provide information and insight into Primary Care Services, which will inform the development of a Primary Care and Community Services Strategy for Hywel Dda.
 - A working group attended by key colleagues from across Primary Care, Community and partnership organisations will be established to review the issues paper key themes for Primary Care Services to renew the strategy project scope and agree the key strategic priorities.
 - Contingent on the key themes and scope, a governance framework addressing each area will be constituted to support each stage of the strategy development.
 - The steps involved and anticipated timeline will be developed and shared in future updates.

Planning Objective: 7c: Social Model for Health and Wellbeing

Executive Lead: Director of Public Health / Medical Director

Overall status: On-track

Key achievements over 2023/24

- Regular multi-agency county-level “Creating change together in...” meetings took place, providing the opportunity for information sharing and networking.
- There has been ongoing representation at and contribution to Public Services Boards (PSBs) meetings.
- Initial scoping work for an Employer Supported Volunteer (ESV) scheme has been carried out and a draft plan to progress a scheme has been produced.
- Support has been provided for a multi-partner creative engagement project in Pembrokeshire, led by Span Arts.
- Regular “Wednesday walks”, established in collaboration with UWSTD, have taken place.
- The Moondance Cancer Initiative (MCI) bowel cancer screening awareness-raising programme took place in Ysgol Pen Rhos, Tyisha, Llanelli- the first primary school in Wales to deliver the MCI. A robust evaluation of the MCI was carried out to help inform possible future implementation of the approach.
- An evaluation of the knowledge and application of the Asset Based Community Development (ABCD) approach by Health Board staff was carried out.
- Links and relationships with partners have been established, e.g. Gloucester Voluntary Council, Public Health Wales Evaluation Team, Coleg Sir Gar and the Early Years Team in Pembrokeshire.
- A draft Action Plan for 2024 – 2025 to progress the Social Model for Health and Wellbeing has been produced.
- Plans are underway to develop a new “Social Innovation Hub” in collaboration with UWTSD. Discussions are taking place about initial projects to be “incubated” in the Hub.

Outstanding actions / elements still to be completed (IF APPLICABLE)

- N/A

Any other Comments / General Observations

- The Social Model for Health and Wellbeing Steering Group is being refreshed. The first meeting of the refreshed group is likely to take place in May 2024.
- Existing community activity that aligns with, supports or reflects a Social Model for Health and Wellbeing, is being mapped.
- A paper about the systematic review of the literature for a Social Model for Health and Wellbeing, led by Aberystwyth University and supported by the Health Board, is going to be published in the European Journal of Public Health (publication date TBC).



Planning Objectives aligned to Sustainable Resources Committee (SRC)



DIOGEL | CYNALIADWY | HYGYRCH | CAREDIG
SAFE | SUSTAINABLE | ACCESSIBLE | KIND

Submitted By: Anthony Tracy

Date Submitted: April 2024



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Planning Objective: 5c Digital Strategy

Executive Lead: Huw Thomas, Executive Director of Finance

Overall status: On-track

Key achievements over 2023/24

- Following the approval of the Strategic and management Case by the Board in November 2023, the Pre-qualification questionnaire (PQQ) has been released to the market with a closing date of the 15th April 2024. The results of the PQQ will be assessed ready to invite a number of companies to complete the full ITT (Invitation to Tender).
- The planned outcome of this work is to award a 10-year strategic partner to support digital transformation within the Health Board. The strategic partner will also support the implementation of a number of critical systems within the health board such as ePMA.
- Supplier Day (31st January 2024) – attended by 28 suppliers
- PQQ has been released to the market, along with all the associated documentation

Outstanding actions / elements still to be completed (IF APPLICABLE)

- PQQ assessed and scored, reducing the number of companies to 5 who will be asked to supply a full tender.
- Further reporting to the Executive Team. Sustainable Resources Committee and then onto Board
- Tenders received and assessed

Any other Comments / General Observations

- There has been significant interest from the market in becoming a strategic partner for Hywel Dda. Welsh Government are also very positive on the approach and the work undertaken to date.

Planning Objective: 6b Health Pathways and Value Based Healthcare (VBHC)

Executive Lead: Mr. Mark Henwood

Overall status: On-track

Value Based Healthcare

Key achievements over 2023/24

- Continuation of the rollout of routine digital Patient Reported Outcome Measures (PROM) collection to a total of 36 service areas, providing unique insight as to how patients experience their conditions.
- Focused activity in three priority areas in order to deliver a meaningful accumulation of gains;
 - Trauma & Orthopaedics – Hip and Knee, Shoulder and Elbow, Carpal Tunnel, CMATS and MSK Physiotherapy
 - Cardiovascular Disease – Atrial Fibrillation, Heart Failure and Acute Coronary Syndrome (ACS)
 - Respiratory Services, Lung Cancer, Asthma, COPD and Interstitial Lung Disease
- Value Delivery Fund supporting the delivery of;
 - Heart Failure one-stop diagnostic clinic and pharmacy led follow up clinics
 - Health Board wide Fracture Liaison Service
 - Acute Kidney Injury Project
 - Lymphoedema Improvement Project
 - Pre-habilitation Project for nephrectomy patients
- Across the Core VBHC and Rapid Value Programmes, there has been a realisation of productivity

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Procurement delays have moved the implementation of the new digital PROM solution from the end of March 2023 to the end of June 2024.
- The VBHC Education Programme was suspended during 2023/24 due to organisational pressures and alternative programmes are now available as e-learning and through the Swansea University Intensive Learning Academy.
- The Regional ACS project requires Value resources from both Hywel Dda and Swansea Bay Health Boards to be agreed simultaneously to provide 7 day per week working in the tertiary cardiac

Any other Comments / General Observations

- The HDdUHB VBHC Team has been successful in bidding to become part of an International Consortium focusing on Person Centred VBHC, supported by the Welsh National Value in Health Centre. This will enable the collection of patient goal setting data and preferences to be used alongside routinely collected clinical, operational and PROM data.
- The transition to a new digital PROM solution provider will enable PROM collection in a wider range of scenarios and will enable immediate visualisation of PROM data within the platform for use in clinical interactions with patients.

Health Pathways

Key achievements over 2023/24

- HealthPathways launch December 2023
- Contribution to national and local pathways-(reporting period February 2024) HDdUHB have developed **27** national pathways for use across Wales and **45** HDdUHB pathways
- Wide spread comms and engagement opportunities across primary and secondary care

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Identify and strengthen education and CPD opportunities aligned to pathways published and build into programme delivery
- Evaluation
 - Task group established
 - TDABC model
 - Clinical feedback
 - Repeat baseline survey to Primary Care
 - Metrics identified to draw measures post implementation
 - Utilise system data to provide usage data etc.
- Understand user behaviour and utilise reporting intelligence e.g.- usage, pathways of interest, qualitative feedback etc.
- Engagement and comms-capitalise on clinical leadership, comms platforms available, education, digital assets e.g. desk top icons, monthly summaries etc.

Any other Comments / General Observations

- Continued positive appetite and engagement for HealthPathways
- National funding post 3 years
- Reduced Clinical Editor capacity 2024/25 due to planned leave
- End of funding for Allied Health Professional support editor secondment April 2024.



Submitted By: Sharon Hughes – Principal Programme Manager

Date Submitted: 08/04/24



Planning Objective: 8a Decarbonisation and Sustainability

Executive Lead: Lee Davies, Director of Strategy & Planning

Overall status: Behind

Key achievements over 2023/24

- The solar farm @hafandderwen went 'live' in April 2023. Energy performance between April and December 2023, comparing with the same period the previous year = consumption was 33% or 134MWh less electricity used and we spent 33% or £38,200 less on our electricity bill.
- Awarded Improving asthma management in school contract - Educating pupils, parents and staff about all aspects of asthma to better equip them to manage their condition and the opportunity to switch from the traditional metered dose inhaler (MDI) to dry powder inhalers (DPI) which resulted in a decrease of 16kg CO2 per inhaler changed
- Pool Car Vehicles – transition from Internal Combustion Engine to self-charging Hybrid. As of March 2024, 10 of the 27 pool car vehicles are EV/hybrid.
- Salary Sacrifice EV Scheme - As of March 2024, 75% of all vehicles supplied as part of the Health Board's lease car schemes are EV/hybrid.
- We launched our Healthy Travel Charter making 14-16 commitments for reducing our carbon footprint over a 3-year period.
- increase quarter on quarter this financial year.
- Project diverting nappy/sanitary product waste from land fill to recycling facility, this has created a 96% reduction in carbon and a c. 30k annual saving. The HB is planning on using the by-product for own road resurfacing supporting circular economy ambitions
- Our 'Switch it Off' Campaign was launched in December to coincide with Wales Climate Week and COP28, encouraging colleagues across all our estates to switch off electrical items that do not need to be kept turned on.
- Awarded the Platinum level of the Corporate Health Standard for our range of greenhouse gas reduction initiatives

Outstanding actions / elements still to be completed (IF APPLICABLE)

- There are 46 initiatives in the Decarbonisation Delivery Plan, all of which are individual projects within their own right and require the necessary funding and resource to deliver/achieve. Therefore, many initiatives are not yet deliverable (or are delayed) due to the lack of investment or funding to deliver both the necessary feasibility studies and the initiative itself.
- The Decarbonisation Task and Finish Group (DTFG) have raised this risk formally in writing with WGov and we continue to explore and secure external funding where available/applicable. We plan to undertake a review of the delivery plan in the new financial year (aligned to the WGov Strategic Decarb Plan review) to determine where resources should be focussed and what can be realistically be achieved based on funding/investment that will be available.

Any other Comments / General Observations

- HDdUHB is the leading health board for prescribing dry powder inhalers, and soft mist inhalers as opposed to pressurised metered dose inhalers and we have demonstrated the highest percentage increase quarter on quarter this financial year across Wales.
- HDdUHB underwent Decarbonisation Programme audit Oct to Jan – received limited assurance due to the lack of funding/resource.
- The internal request for the 'Achieving Net Zero' e-learning module to be made mandatory for all staff was denied by our L&D team even though it is a requirement of the delivery plan and was identified as a recommendation in the Decarbonisation Audit Report.



Submitted By: Chris Williams

Date Submitted: 8 April 2024



Planning Objective: 8b Local economic and social impact

Executive Lead: Huw Thomas, Executive Director of Finance, Performance and Digital

Overall status: Complete

Key achievements over 2023/24

- The work undertaken over the last few years in respect of promoting the health board as a key anchor in the foundational economy, improving the social value of our activities and also reducing the impact on the local and global environment has largely concluded. There has been a significant improvement in understanding how to maximise social value.
- Achievements in the year include changes to procurement processes to support local sourcing, revised recruitment processes to support local employability, informing the design and utilisation of local assets, promoting research opportunities to university and private sector, improving the level of locally sourced food supply, and working with other public sector and large anchor institutions to develop a community of practice
- Key achievement was in respect of achieving BCorp certification, internationally recognised for organisations meeting high standards in respect of social and environmental performance, transparency and accountability

Outstanding actions / elements still to be completed (IF APPLICABLE)

- In Autumn 2023, given the significant pressure on Executive and Board to focus on the change in the Health Board's intervention / escalation status, it was agreed that the work on social value would be de-prioritised. Accordingly, the work of the social value team was wound up at that point, with the hope that it would be resurrected once Welsh Government could be convinced of the benefits of the approach should the escalation status be relaxed in future.

Any other Comments / General Observations

- A significant amount of learning resulted from the various strands of work attached to this planning objective, notably around working better with public and private sector partners, how to better include local suppliers in the supply chain, and also the need to ensure multipurpose / multiuse principles are included in the design of future healthcare premises. It is hoped that these principles will continue even without a formal team or planning objective to deliver against these aspirations.

Planning Objective: 8c Developing roadmap to financial sustainability

Executive Lead: Huw Thomas, Executive Director of Finance, Performance and Digital

Overall status: Behind

Key achievements over 2023/24

- Developed detailed financial forecasting model, incorporating aspects of demographic shift in coming decade, impact of likely new treatments commissioned via WHSSC, likely levels of income change, and other strategic factors
- Modelling of key deliverables eg bed demand / bed capacity completed, to facilitate recognition of scale of challenge needed to cope with demand increases in future years
- Links to other workstreams established, including modelling arising from clinical services plan workstream, long term modelling for Healthier Mid an West Wales, community / out of hospital planning etc
- Initial modelling of retirement, recruitment, retention and retraining needs undertaken with support from HR and OD.
- Engagement session with clinical leaders undertaken
- Engagement with senior leaders – via Board Seminars and Executive Team briefing – undertaken to raise awareness

Outstanding actions / elements still to be completed (IF APPLICABLE)

- Only basic investigation of revised policy response(s) undertaken. Health Board progression from Targeted Intervention for financial management, to Targeted Intervention for operations, planning and finance has shifted focus away from development of long term roadmap. More recent focus of organisation upon developing short term cost saving measures and in-year delivery, rather than the more strategic and medium term imperative for transformational change.
- Necessarily restricted to high level / overview projections as part of the initial investigatory phase. Detailed planning of staffing, assets and facilities not undertaken – such quantification would require detailed and specific transformational proposal(s).
- Wider relationship with other partners – eg Public Health Wales, local authorities etc – not undertaken. Wider determinants of health / role of social care and associated demand and supply impacts not therefore explicitly considered as part of initial phase.

Any other Comments / General Observations

- Likely that this exercise will morph into a short-term focussed future planning objective, given Welsh Government expressed desire that Health Boards across Wales will be expected to reduce service delivery and cost to meet available funding.
- Initial engagement sessions through Board Seminars, Executive team briefings and clinical engagement session have demonstrated willingness to challenge conventional wisdom / current service delivery models. Key action in any related future Planning Objective will be to deepen the conversation and translate into key proposals for revised service delivery, including amalgamation, reduction in service provision and transformation of key aspects of care delivery such as non-elective / acute care.