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Bwrdd Iechyd Prifysgol  
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Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>19 November 2019</b>	<b>Agenda Item</b>	<b>2.3</b>
<b>Report Title</b>	<b>Report on the Implementation of the Annual Plan 2019/20- Quarter 2</b>		
<b>Report Author</b>	Ffion Ansari, Head of IMTP Development and Implementation		
<b>Report Sponsor</b>	Siân Harrop-Griffiths, Director of Strategy		
<b>Presented by</b>	Siân Harrop-Griffiths, Director of Strategy		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	The paper provides the Performance and Finance Committee with a report on the implementation of the Annual Plan at the end of quarter 2 2019/20.		
<b>Key Issues</b>	<p>The paper is a covering report for the detailed monitoring of the plans which were included in the Annual Plan 2019/20 which is included at <b>Appendix 1</b>. These support the delivery of the Health Board's Enabling Objectives which were laid out in the Plan and the achievement of the actions for each Objective is shown.</p> <p>The report describes the completed or on-track actions. Detailed feedback is given on the off-track actions including improvement actions and revised milestones. The paper should be read in conjunction with the Health Board's full performance report.</p>		
<b>Specific Action Required (please choose one only)</b>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>
<b>Recommendations</b>	<p>The Committee is asked to: -</p> <ul style="list-style-type: none"> <li>• <b>ENDORSE</b> the Quarter 2 report on the implementation of the Annual Plan 2019/20 for approval by the Board; and,</li> <li>• <b>NOTE</b> it will be submitted to Welsh Government for assurance purposes.</li> </ul>		

## QUARTER 2 REPORT ON THE IMPLEMENTATION OF THE ANNUAL PLAN 2019/20

### 1. INTRODUCTION

The purpose of this paper is to provide the Committee with a report on the achievement of the previous Health Board's Enabling Objectives and actions set out within the Annual Plan 2019/20, as at the end of Quarter 2.

This report is not intended to be a full description of the performance delivery of the Annual Plan as this is subject to more detailed in commentary in the main Health Board performance report. However detailed feedback on the off-track actions is included including our improvement actions and revised milestones.

### 2. BACKGROUND

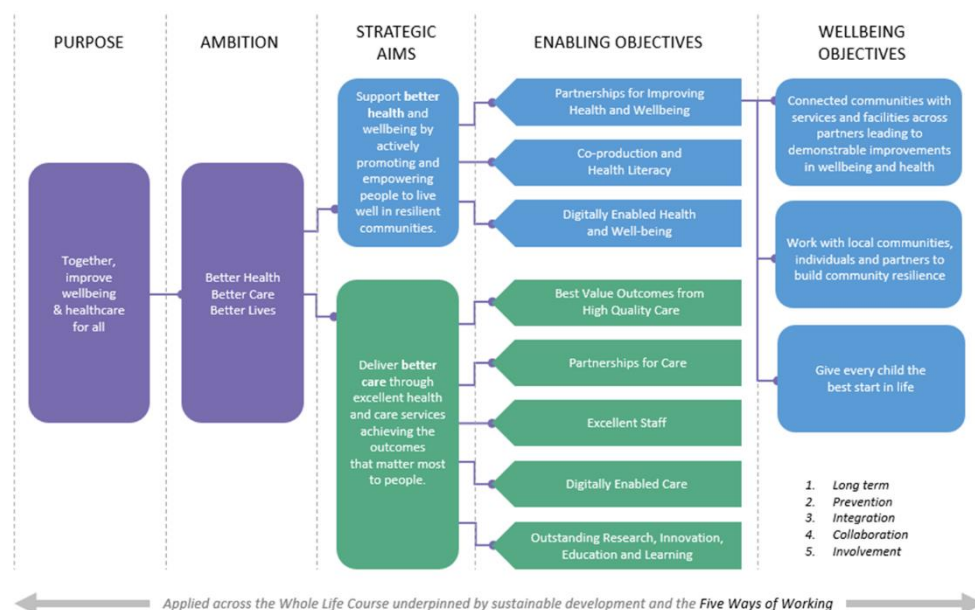
The Annual Plan implementation monitoring report for Quarter 2 is attached at **Appendix 1** for the Committee's consideration. **Appendix 1** is the detailed internal monitoring return and the narrative explanation and summary commentary is included for ease of reference in this covering paper. This report should be considered in tandem with the main Health Board performance report.

#### 2.1 Assessment

The assessment looks at delivery of actions against these objectives with the objective to provide High Quality Outcomes from High Quality Care further assessed by key service areas; Primary and Community Care, Unscheduled Care and Stroke, Planned Care, Cancer, Mental Health and Learning Disabilities, Women and Children and Young People, Older People and, Quality, Safety and Patient Experience.

##### 2.1.1 Overall Assessment of Achievement of our Enabling Objectives and Key Service Areas

The Annual Plan 2019/20 outlined our Enabling Objectives to achieve our overall Strategic Aims to deliver our Organisational Strategy of Better Health, Better Care, Better Lives as described in the diagram below.



The detailed monitoring report is structured to report on the delivery against the Enabling Objectives using colour-coded headings for each Enabling Objective as follows:

Partnerships for Improving Health and Wellbeing
Co-production and Health Literacy
Digitally Enabled Health and Wellbeing
Best Value Outcomes from High Quality Care
Partnerships for Care
Excellent Staff
Digitally Enabled Care
Outstanding Research, Innovation, Education and Learning

There is also an additional group of Corporate actions which do not fit neatly within the above Enabling Objectives. These are labelled as below:

Corporate
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Performance is assessed on a Red/Amber/Green (RAG) system. As defined below. The report is developed on an exception basis with comments requested when delivery is not on track e.g. rated Red.

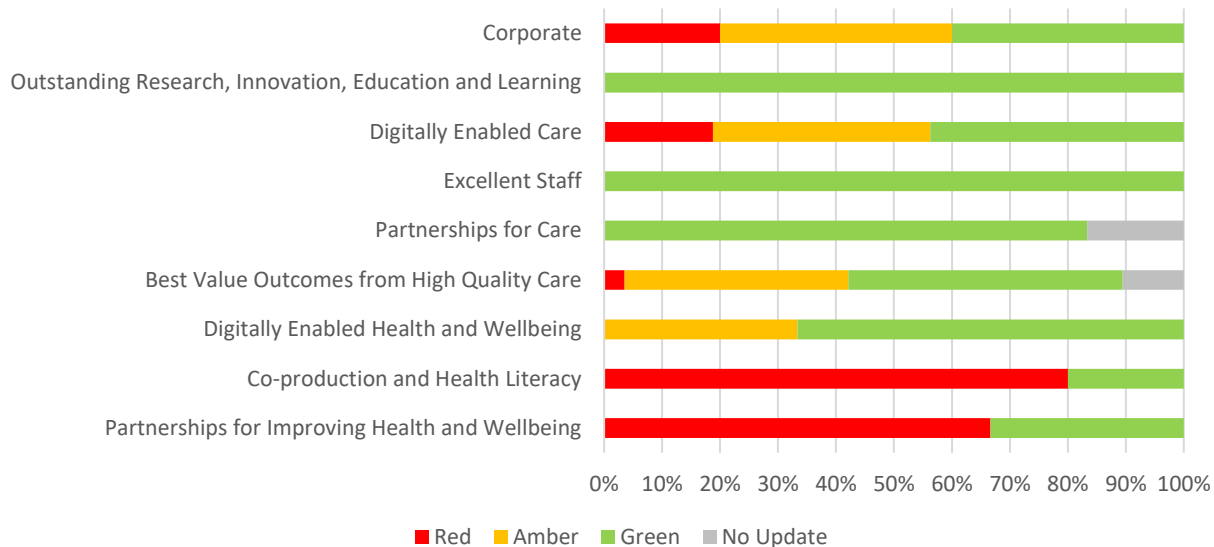
<b>R</b>	Milestone not Complete & will impact on future milestones
<b>A</b>	Milestone not Complete but will be back on track by next Quarter
<b>G</b>	Milestone Complete

The overall summary of achievement of the key performance indicators against the Enabling Objectives at the end of Quarter 2 is set out in the table and figure below.

Enabling Objective	Number of Actions	Number of Q2 Milestones	Red	Amber	Green	No Update
Partnerships for Improving Health and Wellbeing	6	3	2	0	1	0
Co-production and Health Literacy	8	5	4	0	1	0
Digitally Enabled Health and Wellbeing	4	3	0	1	2	0
Best Value Outcomes from High Quality Care	63	57	2	22	27	6
Partnerships for Care	8	6	0	0	5	1
Excellent Staff	4	4	0	0	4	0
Digitally Enabled Care	18	16	3	6	7	0
Outstanding Research, Innovation, Education and Learning	4	2	0	0	2	0
Corporate	5	5	0	2	2	1

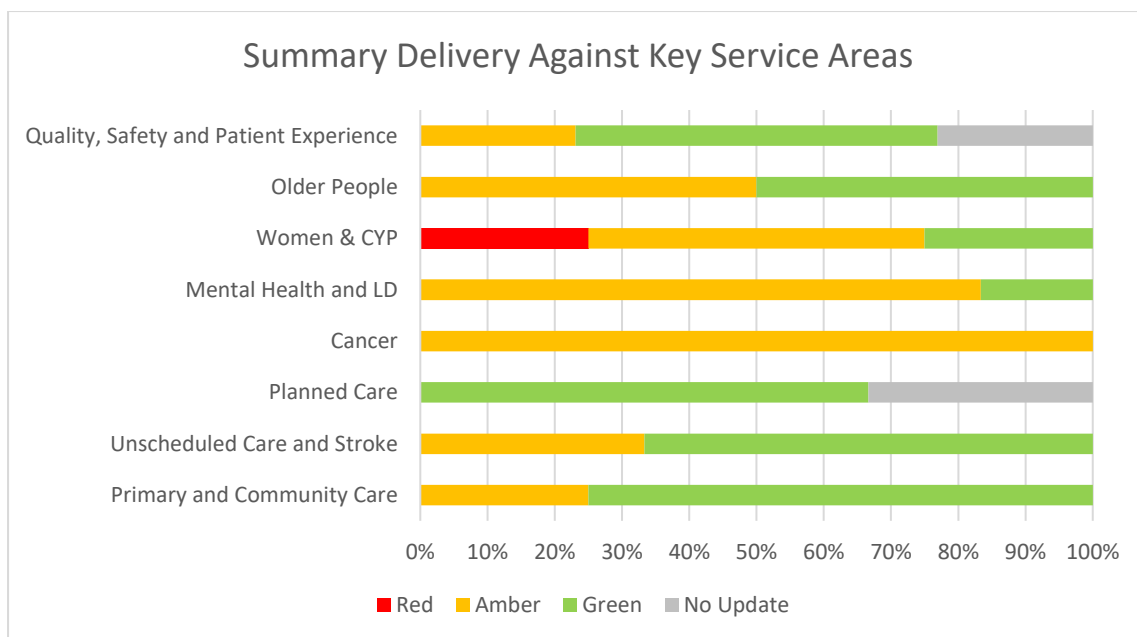
Total	120	101	12	31	51	7
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### Summary Delivery Against Enabling Objectives



The 63 actions within the Enabling Objective of Best Value Outcomes from High Quality Care are further broken down into the below key services areas and the summary of achievements against the key service areas at the end of Quarter 2 are as set out in the table and figure below.

Key Service Area	Number of Actions	Number of Q2 Milestones	Red	Amber	Green	No Update
Primary and Community Care	8	8	0	2	6	0
Unscheduled Care and Stroke	10	6	0	2	4	0
Planned Care	11	9	0	0	6	3
Cancer	5	5	0	5	0	0
Mental Health and LD	6	6	0	5	1	0
Women & CYP	8	8	2	4	2	0
Older People	2	2	0	1	1	0
Quality, Safety and Patient Experience	13	13	0	3	7	3
<b>Total</b>	<b>63</b>	<b>57</b>	<b>2</b>	<b>22</b>	<b>27</b>	<b>6</b>



The two charts show that there is good and improved progress with delivering our Annual Plan, with a few off-track (Red) actions. Delivery against the Key Service Areas is also good with very few off-track (Red) Actions and fewer off track actions than in Q1. There is only one key service area with any Red rated actions and this is in Women's and Children and Young People. Only four Enabling Objectives have any Off-track actions; Partnerships for Health and Wellbeing, Co-production and Health Literacy, Best Value Outcomes from High Quality Care and Digitally Enabled Care. There is also an off-track action in the corporate area. It should be noted that the majority of the off-track actions sit within Partnerships for Health and Wellbeing and Co-production and Health literacy and are linked to the Interim

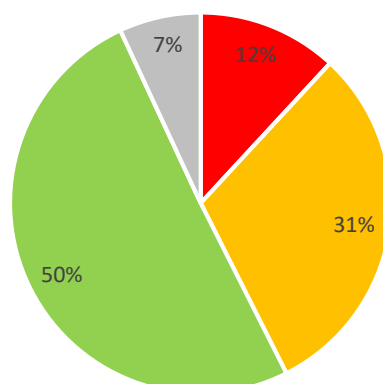
### 2.1.2 Detailed Assessment of Achievement of Plans

The monitoring shows that at the end of Quarter 2 there were 101 actions with expected milestones to be delivered, 82 (81%) of these were either completed or will be on-track by Q3 and only 12 were off-track (12%). There were 7 actions which were not rated at the end of Quarter 2. This is due to an update not being available at the time of writing this report, an update not provided or the actions or milestone needing to be clarified. These will be followed up as a matter of urgency.

RAG Rating	Number of Actions	%
Red	12	12%
Amber	31	31%
Green	51	50%
Not rated	7	7%
Total	101	100%

### Summary RAG Rated Actions

■ Red ■ Amber ■ Green ■ Not rated



The next sections describe the off-track actions and the commentary on non-delivery, improvement actions and any necessary revised milestones.

#### 2.1.3 Actions Which Are Off-Track

A summary of our actions which off-track are shown below.

Enabling Objective	Off-track Actions
Partnerships for Improving Health and Wellbeing	Action: Work with partners, targeting at risk groups to improve Health and Housing including environmental factors, flexible housing, homelessness and future proofing. The milestone to develop the work programme has been rated Red. The Interim Director of Public Health will review the actions, milestones and reporting mechanisms in order to fully understand plans and delivery to provide a full update in Q3.
	Action: Develop Health in All Policies Framework with partners developing enhanced green and blue spaces using Green Infrastructure mapping. The milestone to develop proposals for a Health in All Policies Framework has also been rated Red as the Interim Director of Public Health conducts a further review into planned actions and delivery.
Co-production and Health Literacy	Action: Improve Flu Vaccination uptake rates for Children, people with chronic conditions, people over 65 and staff through Flu immunisation campaign and Flu Action Plan.
	Action: Improve healthy Eating through pre-referral advice for Under threes into flying start, Nutrition Skills for Life, pre-diabetes scheme and the Obesity pathway.

Enabling Objective	Off-track Actions
	<p>Action: Improve levels of Physical Activity through Exercise and Lifestyle Programme and Pulmonary Rehabilitation courses</p> <p>Action: Alcohol Misuse and Substance Misuse</p> <p>The above red rated action to deliver co-production and health literacy are under review by the interim director of Public Health.</p>
Digitally Enabled Health and Wellbeing	No Actions Off-track in Quarter 2
Best Value Outcomes from High Quality Care	<p><b>Women and Children and Young People:</b></p> <p>Action: Community Paediatrics sustainable service model. The Q2 milestone to review workforce opportunities; increase specialist nurse input in continence pathway has been rated as Red. However the review has been commenced.</p> <p>Action: Required changes to meet the Additional Learning Needs and Educational Tribunal (Wales) Act. The Q2 milestone to assure and verify data through regional partnerships has been rated Red. This will be carried forward through supporting the ALN Transformational Steering Group – appropriate attendance at key regional events will be agreed at the November meeting</p>
Partnerships for Care	No Actions Off-track in Quarter 2
Excellent Staff	No Actions Off-track in Quarter 2
Digitally Enabled Care	<p>Action: Enable staff to be more effective through providing fully mobile enabled intranet platform. The Q2 milestone to develop a project plan has been rated Red as the HB has been unable to recruit project manager resource. The project is delayed because of the dependency on Office 365 and other priorities emerging eg SIGNAL.</p> <p>Action: Further development of the Theatre management system (TOMS) to facilitate the improved utilisation of our theatres, increasing capacity and flow through our planned care pathways. The Q2 milestone to establish a way forward for Toms nationally has been rated Red. Resource has been prioritised to other projects and new milestone will be set in the IMTP 2020-23.</p> <p>Action: Support NWIS in piloting the agreed product (developed by the Health Board) selected to support the electronic capture of nursing documentation to improve the effectiveness and efficiency of patient monitoring and handover. The Q2 milestone to pilot the national solution has been rated Red. There have been changes in</p>



Enabling Objective	Off-track Actions
	requirements across wales and the go live date is now scheduled for January 2020.
Outstanding Research, Innovation, Education and Learning	No Actions Off-track in Quarter 2
Corporate	<p><b>Corporate Governance:</b>  Action: Development of the Board Assurance Framework. The Q2 milestone to have the Board Assurance Framework in place has been rated Amber. The Board Assurance Framework (BAF) has been updated to incorporate feedback from internal audit and the Audit Committee, and has been cross referenced with the amendments made to the Health Board Risk Register at the September Executive Team meeting. Meetings are being held with key responsible executive directors to update the narrative within the BAF and a report is due to go to the Executive Team in October 2019 and to the Audit Committee in November 2019. The Risk Management group will monitor BAF updates in tandem with risk register updates from December 2019 onwards.</p> <p><b>Welsh Language:</b>  Action: Welsh Language embedded into the core business of the Health Board. The Q2 milestone to have a Bilingual Skills plan in place to increase the focus on Welsh Language skills particularly for patient- facing roles has been rated Amber. The Welsh Language Delivery Group have set up a task and finish group to specifically focus on broader bilingual IT developments across the HB. A Bilingual Skills plan is in place and is being updated to increase the focus on Welsh Language skills particularly for patient- facing roles. It has been identified that SBUHB need to improve its completion rate for the Welsh Language Competency on the ESR system and targeted actions are being undertaken to address this.</p> <p><b>Financial Delivery:</b>  Action: Delivery of Financial savings through delivery of the underlying deficit, management of cost pressures and delivery of high value opportunities. The Q2 milestone to continue implementation of the Financial Plan has been rated Red. A key focus in this quarter has been on the delivery of the original savings plan, as well as the identification of additional opportunities to offset savings slippage, significant and continuing in-year operational pressures and the Bridgend diseconomies. At the end of Q2, the HB has increased its savings identification to c£26m, with year-end forecast savings delivery of c£20m Actual savings delivery at the end of month 6 is £7.3m.</p>



Enabling Objective	Off-track Actions
	<p>In support of delivering a breakeven outturn position, the HB established a dedicated multi-disciplinary Delivery Support Team in Q2. This is now working alongside the Welsh Government externally commissioned support from KPMG, which commenced in early October 2019.</p> <p>The HB has received the outcome of the WG determination of the Bridgend arbitration, and this confirmed the level of transferred deficit to CTM UHB. WG has set out its intention to provide financial support to help mitigate against our retained costs and, now that the Bridgend due diligence review has concluded, we are expecting confirmation of the level of funding.</p>

### 2.1.4 Delivery Unit Plans

Delivery units have in line with the Annual Plan 2019/20, developed Delivery unit Plans to detail the actions they will undertake to deliver the organisation's Annual Plan. Each Unit was tasked to assess their delivery at the end of Quarter one and this assessment was used to inform their Quarter 2 Unit Performance Reviews. Dashboard summaries have been developed to support this review and these are included as **Appendix 2** to this report for reference.

### 2.1.5 Plan Delivery for Quarter 3 and 4

Entering into Quarter 3, the Delivery Units will be asked to and supported to review all amber and red milestones. This review will seek to test the actions to recover the delivery position of actions and to review the Q3 and Q4 milestones. Where milestones need to be amended this will be noted and made clear in the Q3 tracker. The Integrated Planning Group will also, in December, be dedicating time to discuss the management of plan delivery across units to share best practice, discuss challenges and explore opportunities for improved performance management against plan.

## 3. Governance and Risk Issues

The report is considered regularly on behalf of the Board by the Performance and Finance Committee, as agreed during the development of the Annual Plan for 2019/20 before consideration by the Board.

Welsh Government requires each Health Board to forward the Board report on the quarterly reporting of progress of Annual Plan/IMTP implementation for assurance purposes and this document will be shared with Welsh Government for this purpose.

## 4. Financial Implications

There are no direct financial implications from this paper.

## 5. Recommendation

The Committee is asked to:

- **ENDORSE** the Quarter 2 report on the implementation of the Annual Plan 2019/20 for approval by the Board; and,
- **NOTE** it will be submitted to Welsh Government for assurance purposes.

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input checked="" type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input checked="" type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input checked="" type="checkbox"/>
	Digitally Enabled Care	<input checked="" type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input checked="" type="checkbox"/>
	Safe Care	<input checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
The report details the Quality, Safety and Patient Experience delivery against plan for 2019/20.		
Financial Implications		
Financial delivery against plan is included in the report and tracker.		
Legal Implications (including equality and diversity assessment)		
Projects and actions detailed within the Tracker are considered on their own merit through the development of the Annual Plan.		
Staffing Implications		
Staffing and workforce performance against plan is included in the report and tracker.		
Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)		
<p>The Annual Plan deliver support the Health Board in its delivery of our Wellbeing Objectives</p> <ul style="list-style-type: none"> <li>○ <b>Long Term</b> – The Annual Plan sits within the broader strategic context of the Health Board's Organisational Strategy</li> <li>○ <b>Prevention</b> – The Annual Plan includes actions to address prevention and health improvement.</li> <li>○ <b>Integration</b> – The Annual Plan covers the breadth of the Health Board's responsibilities and actions are cross unit.</li> <li>○ <b>Collaboration</b> – Actions within the Annual Plan are in many instances reliant on cross organizational delivery.</li> <li>○ <b>Involvement</b> – The Annual Plan was developed through engagement with partners.</li> </ul>		
Report History	N/A	
Appendices	<b>Appendices</b> <ul style="list-style-type: none"> <li>• Appendix 1 – Detailed Annual Plan Monitoring Tracker</li> <li>• Appendix 2 – Delivery Unit Plan Quarter 2 Dashboards</li> </ul>	

