

Appendix 4: Annual Plan Delivery Q3 Off-track Actions

Table 1: Urgent and Emergency Care

Description	Due	Status	Enabling Action
Develop AMAU workforce model	05/10/2021	Off-track	<ul style="list-style-type: none"> Final version to be completed in early March, in conjunction with delivery of the OCP finalised position.
Sign off Organisation Change Policy	10/11/2021	Off-track	<ul style="list-style-type: none"> OCP developed throughout January and February, to be finalised in early March. Programme timelines have been revised accordingly for Q4.
Home First Pathway 2 Recruitment	30/09/2021	Off-track	<ul style="list-style-type: none"> Recruitment to these posts was made internally with back-filling required, gaps in service being addressed in Q4.
Home First Pathway 2 Go Live	01/10/2021	Off-track	<ul style="list-style-type: none"> Phased approach agreed by the regional transformational board, Phase 2 commenced in January 2022. There will be reduced number of discharges facilitated during the initial stages.
Scope and draft paper on Inpatient Rehabilitation to Management Board	31/10/2021	Off-track	<ul style="list-style-type: none"> The Chief Executive has confirmed that the both the Stroke and Ortho geriatric rehabilitation service <u>will transfer to NPTH</u> at the same time that the medical take centralises at Morrision (September 2022). There is an expectation that centralisation of this service will create a specific LoS efficiencies alongside the general drive to reduce LOS and that as a result NPTH will accommodate this service within its existing bed base. There is a wider issue of the pathways that should be employed for rehabilitation across all specialities and the mix of inpatient versus community inputs into these pathways. This is a complex issue that needs further work. The Chief Executive intends to chair a group that will include local authority partners to look at what

Description	Due	Status	Enabling Action
			<p>strategic changes are required. This is likely to take some time to work through.</p> <ul style="list-style-type: none"> Revised programme governance structured developed in early Q4, to oversee this work with the NPT and Singleton Service Delivery Group.
Virtual Ward dashboards made available	31/10/2021	Off-track	<ul style="list-style-type: none"> Development work has been delayed. The dashboards will be made available in Q4. Revised timescales agreed.
Sign off business case for frailty outreach	30/11/2021	Off-track	<ul style="list-style-type: none"> A surgical liaison pilot in Morriston Hospital has been delayed due to the impact of COVID, and staffing, on the wards involved. Revised programme plan for new ways of working planned for Q4.
Active recruitment into additional posts	31/12/2021	Off-track	<ul style="list-style-type: none"> Recruitment of Orthogeriatric Consultants completed in Q4. Additional recruitment for phase two of the Virtual Wards is planned following business case approval.

Table 2: Planned Care Recovery

Description	Due	Status	Enabling Action
Outpatients Transformation			
Implement Consultant Connect in priority specialties	30/09/2021	Off-track	<ul style="list-style-type: none"> Implementation in Cardiology has been delayed. Service managers have been engaged via the Outpatients Re-design and Recovery Group.
Embed Advice & Guidance in specialty pathways	31/12/2021	Off-track	<ul style="list-style-type: none"> Engaging with Consultants in CAVUHB to understand their implementation approach. Currently reviewing ENT pathways.
Elective Orthopaedics at Neath Port Talbot Hospital			
Scope proposed solution for blood bank	31/10/2021	Off-track	<ul style="list-style-type: none"> Clinical model developed for approval at Management Board in March
Identify essential equipment required	30/11/2021	Off-track	<ul style="list-style-type: none"> List completed and procurement commenced on essential equipment in January 2022.
Develop workforce models	31/12/2021	Off-track	<ul style="list-style-type: none"> Clinical model developed for approval at

Description	Due	Status	Enabling Action
			Management Board in March
Re-balancing Surgical Services			
Develop resource model for Day Surgery Unit	31/12/2022	Off-track	<ul style="list-style-type: none"> Staffing model drafted and workforce planning commenced, recruitment underway to key posts. Recruitment tracker is in place to track key posts.

Table 3: Cancer and Palliative Care

Description	Due	Status	Enabling action
Hypofractionation RT treatments for Prostate			
Implement prostate case, including recruitment to posts	31/12/2021	Off-track	<ul style="list-style-type: none"> Awaiting confirmation of funding by HDdUHB
Progress plan for Lung (SABR) RT with WHSSC			
Secure approval from WHSSC Management Group to commission SABR service	30/11/2021	Off-track	<ul style="list-style-type: none"> Formally approved by WHSSC Management Group Feb 22 – Service to be implemented from Q1 22/23
Develop Regional Transformation Programme & Implementation plan for South West Wales Cancer Centre			
Develop detailed proposals for Year 1 investments – for submission to Health Board’s IMTP Plan in line with process	31/12/2021	Off-track	<ul style="list-style-type: none"> Year 1 detailed proposals for regional cancer i.e RT and Oncology OP included as GMOs in IMTP/ R&S Plan – summary also included in joint Regional Appendix with HDdUHB
Complete PBC for sign off by SWWCC Regional Group and approval through ARCH governance route	31/03/2022	Off-track	<ul style="list-style-type: none"> As a result of scope within business case being refined (outpatients, and radiotherapy only across 10 years), work has been agreed to be re-scheduled for 2022/23 Q1/Q2. PBC to be completed in Q2 22/23
Improve the colorectal optimum pathway			
Develop and submit FCP and FIT business cases to Health Board for approval	31/12/2021	Off-track	<ul style="list-style-type: none"> Business case developed for submission to Business Case Assurance Group in Q4 – draft case in progress

Table 4: Maternity, Children, and Young People

Description	Due	Status	Enabling action
Deliver improvements to Urgent & Emergency Care for Children & Young People in fit for purpose accommodation			
Refurbishment of paediatric wards, Morriston	01/10/2021	Off-track	<ul style="list-style-type: none"> Reinstate discussions regarding developing

Description	Due	Status	Enabling action
Hospital (hosted by NPTSSG)			adolescent/day surgery facility on Dyfed Ward, Morriston Hospital Work delayed due to ongoing pressures on Morriston site and Dyfed ward used for adult surge, Also due to expected Paediatric RSV increased incidence expected between Sept 21 - March 2022, recognised nationally, this work may need to be deferred post March 2022 - to be discussed at Service Group and then HB level, development of Childrens unit to be discussed as part of R&S framework
Development of an appropriate adolescent facility	01/10/2021	Off-track	<ul style="list-style-type: none"> • Reinstate discussions regarding developing adolescent/day surgery facility on Dyfed Ward, Morriston Hospital • Work delayed due to ongoing pressures on Morriston site and Dyfed ward used for adult surge, and also due to expected RSV increased incidence expected between Sept 21 - March 2022, this work has been delayed, discussions to be reinstated Oct 2021 as agreeing and developing an appropriate adolescent area will aid RSV management and also address the inappropriate placements of adolescents on paediatric wards
Development of paediatric surgical day surgery area including repatriation of paediatric dental service from Parkway facility	01/10/2021	Off-track	<ul style="list-style-type: none"> • Work delayed due to ongoing pressures on Morriston site and Dyfed ward used for adult surge, also due to expected Paediatric RSV increased incidence expected between Sept 21 - March 2022, recognised nationally, this work may need to be deferred post March 2022 - to be discussed at Service Group and then HB level, development of Childrens

Description	Due	Status	Enabling action
			unit to be discussed as part of R&S framework

Table 5: Primary, Community, and Therapies

Description	Due	Status	Enabling action
Social Referral/Community Engagement	31/03/2022	Off-track	<ul style="list-style-type: none"> SCVS on track with feasibility studies. NPTCVS papers now received and rework completed following escalation. One feasibility study outstanding will be completed by end of March, to deliver in-year.

Table 6: Mental Health and Learning Disabilities

Description	Due	Status	Enabling action
Adult Mental Health Inpatient Re-design			
Following meeting with HB Strategy Dept to arrange meeting with CHC to discuss the required Public engagement	30/11/2021	Off-track	<ul style="list-style-type: none"> To be completely jointly with Capital Planning, Strategy dept and Service group leads (High) Met with Local Authority partners in January. Engagement commenced in January, completing in March
Expansion of CHC commissioning			
Further work with Community and Primary Care Service Group regarding pooling contracting lead posts	30/11/2021	Off-track	<ul style="list-style-type: none"> Initial discussion have taken place between the two service groups regarding the proposal. Now need a further meeting with procurement manager Meeting taken place with Head of Procurement, SBUHB. MHLD agreed to pool their resource. Procurement to meet with Leads within Community & Primary care to gain their views regarding pooling their contractor and commissioning posts in both service groups
Learning Disabilities Re-design			
Commence operation of repurposed acute inpatient unit for repatriation and reassessment of a new operational pol	12/07/2021	Off-track	<ul style="list-style-type: none"> The repatriation unit has started to take patients, still recruiting to some of the support posts Workforce plan completed for additional staffing across professional groups to

Description	Due	Status	Enabling action
			deliver multidisciplinary skills necessary for addressing complex needs of patients and avoiding independent hospital placement. Financial plan agreed for revised staffing.
Older Peoples Mental Health Re-design			
Following meeting with HB Strategy Dept further meeting to be established with both LA's and the community Health Council	30/11/2021	Off-track	<ul style="list-style-type: none"> Met with Local Authority partners in January, consultation paper shared at Management Board and CHC.
Transforming Mental Health Services			
Confirmation of CLDT core function and community pathway in line with the work following the Coupland review.	30/09/2021	Off-track	<ul style="list-style-type: none"> Clinical Project Managers have met with the senior divisional management team and lead clinicians on 10/11/21 to discuss ideas and options regarding our next steps in the process. As a result of the above we have now identified Task and Finish groups to lead on certain areas of this work. We have ensured that there is representation from all disciplines within each group. Workshops in January 2022 organised.
Agreement of multiagency operational policy CLDTs	02/12/2021	Off-track	<ul style="list-style-type: none"> Operational Policy Task Group in place. Gathered existing operational polices that exist. Including outcome of core and function work and engagement with LAs gives timescale of May 2022 for completion.
Improved access to psychological therapies. Utilise the WG MHSIF's to increase the therapy resource within the current service	31/12/2021	Off-track	<ul style="list-style-type: none"> 1 post appointed to; 1 more out to recruitment

Table 7: Quality and Safety Priorities

Description	Due	Status	Enabling action
Suicide Prevention			
Identification of baseline data	31/10/2021	Off-track	<ul style="list-style-type: none"> Setting baseline parameters and methodology Establish reporting dataset for suicide

Description	Due	Status	Enabling action
			incidence, agreed through steering group
Development of communication and training plan to support achieving the priority	31/12/2021	Off-track	<ul style="list-style-type: none"> Undertake Communication campaign to promote awareness of quality priority Production of local action plan against Talk 2 Me Identification/ development of initial baseline training for all front line staff (1ry and 2ry Care) Develop programme and roll out plan for 2nd stage training to include STORM
Health Care Acquired Infections			
Achieve compliance with staff training	31/03/2022	Off-track	<ul style="list-style-type: none"> Meet with ESR team to explore functionality to improve accuracy of performance data, reporting progress to ICC and QSSG Service group improvement plans developed for IPC training compliance
Sepsis			
Development of training plan to support achieving the priority	31/12/2021	Off-track	<ul style="list-style-type: none"> Collate and report mandatory training compliance within service groups Develop training needs analysis across HB (including Primary Care providers) Delivery in September 2022.
Recruitment of key personnel to support delivery	31/10/2021	Off-track	<ul style="list-style-type: none"> Confirmation of resource Recruitment to 2 x Clinical Sessions, expressions of interest circulated by Medical Director Clinical Lead interviews scheduled in January 2022
Falls prevention			
Development of training plan to support achieving the priority	31/12/2021	Off-track	<ul style="list-style-type: none"> All Service Groups to confirm types of training/status re: Falls Develop training needs analysis across HB

Description	Due	Status	Enabling action
			(including Primary Care providers) <ul style="list-style-type: none"> PCT Group have commenced work on developing training plan
End of Life Care			
Review quality of care at End of Life	31/12/2021	Off-track	<ul style="list-style-type: none"> Establish number of patients who died within 48 hours of hospital admission for past 3 years Case note review of sample of patients who died within 48 hours of admission since April 2021 Review concerns and incidents relating to EOLC for past 3 years Ensure that Signal system records patients in last days of life Delays in recruiting and back-filling clinical lead has led to delays. Delivery scheduled for June 2022.
Map Provision of End of Life care within District Nursing services	31/12/2021	Off-track	<ul style="list-style-type: none"> Identification of Informatics Lead to support with data processing Processing District Nursing data to format than can be interrogated Delivery scheduled for Q4.
Development of training plan to support achieving the priority	10/12/2021	Off-track	<ul style="list-style-type: none"> Training programme in place for secondary care, across the Health Board. Made links with care homes and third sector to commence scoping of training needs. Delivery in Q4.
Ensure training in recognition and management of patients approaching EOLC from 1yr down. Ensure training in recognition and management of patients approaching EOLC from 1yr down.	31/12/2021	Off-track	<ul style="list-style-type: none"> Dependent on training plans being developed.

Table 8: Workforce and Leadership

Description	Due	Status	Enabling action
Workforce health and well-being			
Review health board policies and procedures in relation to TRiM	30/09/2021	Off-track	
Undertake Mental Health at work and managing suicide disclosures with Occupational Health Nurses	31/12/2021	Off-track	<ul style="list-style-type: none"> Occupational Health nurses have not had capacity to undertake sessions. Re-scheduled for 30/03/2022.
Develop protocols to inform/support line-managers when dealing with suicidal disclosures from their staff	31/12/2021	Off-track	<ul style="list-style-type: none"> Protocols have been drafted, to be signed off in March.
Workforce efficiencies			
Establish how budgets are based to avoid unavoidable overspends Develop a recruitment plan for every empty consultant and SAS vacancy	02/07/2021	Off-track	<ul style="list-style-type: none"> Director of Finance is considering options
Develop short term plans around rota efficiency, annual leave, study leave, sick leave and professional leave. initial plans by 12th July but work will continue into Q2.	31/03/2022	Off-track	<ul style="list-style-type: none"> Service groups to develop a more robust approach to sickness absence supported by workforce Review the annual leave policy to ensure minimum staffing levels are established by specialty to maintain patient continuity of patient care and productivity Implementation delayed to Q4.
Staff experience			
Continue to develop capacity of SBU Coaching Network to provide tailored 1-1 support as required	01/11/2021	Off-track	<ul style="list-style-type: none"> Network CPD day held 29th Sept 2021 and supervisors due to be re-assigned according to current membership. Toolkit has been agreed and circulated and future CPD dates to be scheduled. Currently investigating options for funding an additional cohort of ILM L5 qualified coaches to meet demand.
Recruitment and Retention			
Select areas for pilot	22/07/2021	Off-track	<ul style="list-style-type: none"> Requested to provide more information to Exec

Description	Due	Status	Enabling action
Run pilot 1	30/09/2021	Off-track	Team before progressing with project. Presenting to the Executive Team on 13/04/2022, for delivery in 2022/23.
Links with HR to formulate exit / transfer plan for staff recruited into C19 temporary roles - may link with recruitment strategy and other elements of CDT	30/09/2021	Off-track	<ul style="list-style-type: none"> Apprentice reviews and exit interviews in place; need to link with Workforce Team to expand
Evaluate pilot 1 and enhance	07/10/2021	Off-track	<ul style="list-style-type: none"> Requested to provide more information to Exec Team before progressing with project. Presenting to the Executive Team on 13/04/2022, for delivery in 2022/23.
Run pilot 2	08/11/2021	Off-track	
Evaluate pilot 2 and enhance	15/11/2021	Off-track	
Prepare for roll out	15/12/2021	Off-track	
Widening Access - Focus on groups/areas that support our socio-economic duty (e.g. prisons, homeless community)	30/03/2022	Off-track	<ul style="list-style-type: none"> This item is on pause whilst key member of staff is on maternity leave; returning in April 2022, with the view to deliver in 2022/23.

Table 9: Digital Transformation

Description	Due	Status	Enabling action
Consultant Connect and WCCG			
Implement WCCG and Consultant Connect (remaining specialities)	30/09/2021	Off-track	<ul style="list-style-type: none"> WCCG implemented Cardiology Chest Pain line outstanding – escalated.
Signal – digital whiteboard solution			
Development v3 phase 1 complete.	31/12/2021	Off-track	<ul style="list-style-type: none"> Testing has commenced in parallel with final stages of deployment.
User acceptance testing including sign off.	30/01/2022	Off-track	<ul style="list-style-type: none"> Testing and sign-off now expected in March 2022
Implement Signal v3 (including WCP stapling and tap card login)	31/10/2021	Off-track	<ul style="list-style-type: none"> Re-scheduled for Q1 2022-23
Welsh Clinical Portal			
Support regional diagnostic services: Endoscopy reports to be made available in WCP within the Single Digital Health Record (WCP)	30/09/2021	Off-track	<ul style="list-style-type: none"> Implementation delayed to Q4.
Implement pathology phlebotomy module to support pathology test requesting (WCP)	31/12/2021	Off-track	<ul style="list-style-type: none"> Implementation delayed to Q4.

Description	Due	Status	Enabling action
Pilot Results Notifications enabling paper reporting to be switched for selected [blood sciences] pathology reports [Rheumatology and Dermatology Singleton] including evaluation	31/07/2021	Off-track	<ul style="list-style-type: none"> Implementation delayed to Q4.
Pilot Results Notification, enabling paper reporting to be switched off for selected blood sciences pathology reports.	31/12/2021	Off-track	<ul style="list-style-type: none"> Dependent on the pilot and subsequent evaluation which has been delayed to Q4.
Upgrade visual fields machines including unification of authentication	31/08/2021	Off-track	<ul style="list-style-type: none"> Data migration nearing completion for visual fields into FORUM
Business Intelligence Priorities			
Creation and launch of the Health Board's Business Intelligence Strategy	31/07/2021	Off-track	<ul style="list-style-type: none"> Final version to be presented to the Management Board in January 2022 for approval
Recruitment of Business Intelligence Partner roles who will directly interface with Service Delivery Groups	30/09/2021	Off-track	<ul style="list-style-type: none"> Recruitment of one remaining vacancy being re-advertised.
Creation of Hospital to Home Dashboard	31/08/2021	Off-track	<ul style="list-style-type: none"> Delays related to the re-scheduled Signal v3 go-live.
Ingest Consultant Connect data to SBUHB enterprise data warehouse and create business intelligence to inform service transformation.	31/08/2021	Off-track	<ul style="list-style-type: none"> Investigating how data can be obtained and ingested, working with supplier on a scalable solution.
Foetal Monitoring			
Infrastructure in place	30/11/2021	Off-track	<ul style="list-style-type: none"> Planned for 2022-23.
Integration requirements and readiness (DHCW)	31/12/2021	Off-track	
Readiness and implementation	31/03/2022	Off-track	

Description	Due	Status	Enabling action
Community Care Information System (WCCIS)			
Finalise full business case with confirmed benefits and cash releasing savings. Business case approved	31/08/2021	Off-track	<ul style="list-style-type: none"> A WCCIS Project Board on 8 Dec 2021 agreed to delay completing the FBC due to ongoing performance issues; national strategic review report; costs finalised from Advanced following national commercial feedback.
Sign Deployment order	31/08/2021	Off-track	<ul style="list-style-type: none"> Delayed until WCCIS FBC is approved.
Readiness work - systems config, business change, testing and training	31/03/2022	Off-track	<ul style="list-style-type: none"> Delayed until WCCIS FBC is approved.
Blood Test Booking			
Configure and implement the booking service for blood test booking across the main hospital sites and the Bay Field Hospital.	31/07/2021	Off-track	<ul style="list-style-type: none"> Delayed to Q4 due to supplier delays