



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>24<sup>th</sup> November 2020</b>	<b>Agenda Item</b>	<b>2.2</b>
<b>Report Title</b>	<b>Quarter 2 Operational Plan 2020-21 – Delivery of the Actions</b>		
<b>Report Author</b>	Maxine Evans, 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>	This paper provides the reported status against the actions agreed as part of the SBUHB Quarter 2 Operational Plan		
<b>Key Issues</b>	<p>A Q2 Operational Plan was submitted following Chair's Action to Welsh Government (WG) on 3<sup>rd</sup> July 2020.</p> <p>Within the Q2 Plan, a series of actions underpinned by milestones were identified with timescales for achievement.</p> <p>This paper provides a high level summary of the completed, on-track and off track actions. Detailed feedback is given for the off-track actions including revised milestones.</p> <p>It has been agreed that delivery of the actions will be monitored on a monthly basis and reported to the SLT/Executive Team with a quarterly report to the Performance &amp; Finance (P&amp;F) and Quality and Safety (Q&amp;S) Committees, followed by the Board.</p> <p>The timeline for the reporting arrangements for the remainder of this year are included for information.</p>		
<b>Specific Action Required (please choose one only)</b>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Recommendations</b>	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the actions and milestones identified within the Q2 Plan;</li> <li>• Note the reported RAG status and supplementary comments against each action that is off-track and the revised milestone;</li> <li>• Note that a report will be taken to P&amp;F and Q&amp;S Committees on a quarterly basis, followed by Board;</li> <li>• Note the timelines for the reporting arrangements for the remainder of 2020/21</li> </ul>		

## QUARTER 2 OPERATIONAL PLAN 2020-21 - DELIVERY OF THE ACTIONS

### 1. INTRODUCTION

This paper provides the position against the actions agreed as part of the SBUHB Q2 Operational Plan. It provides a high level summary of the completed, on-track and off track actions. Detailed feedback is given for the off-track actions including revised milestones.

### 2. BACKGROUND

A Q2 Operational Plan was submitted following Chair's Action to Welsh Government (WG) on 3rd July 2020. Formal feedback on the plan was received and an Engagement meeting took place with WG colleagues on 31st July 2020.

Within the Q2 Plan, a series of actions underpinned by milestones were identified with timescales for achievement.

The paper provides a high level summary of the completed, on-track and off track actions. Detailed feedback is given for the off-track actions including revised milestones.

It has been agreed that delivery of the actions will be monitored on a monthly basis and reported to the Senior Leadership Team (SLT) with a quarterly report to the P&F and Q&S Committees, followed by the Board. The timeline for the remainder of the year is set out below:

Tracker/Month	SLT/Exec Team	P&F	Q&S	Board
Full Q2 Performance	11/11/20	24/11/20	24/11/20	26/11/20
Q3 - Oct 20	02/12/20	-	-	-
Q3 - Nov 20	06/01/21	-	-	-
Full Q3 Performance	03/02/21	23/02/21	23/02/21	25/03/21*
Q4 – Jan 21	03/03/21	-	-	-
Q4 – Feb 21	07/04/21	-	-	-
Full Q4 Performance	05/05/21	25/05/21	25/05/21	27/05/21

\*No Board in February

### 3. PROGRESS UPDATE

The Q2 Action Plan Tracker was developed, with identified leads and agreed timescales for achievement, attached as Appendix 1.

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.

R	Action not on track by due date
A	Action on track by due date
G	Action complete

A summary of the quarter by Theme is set out in the following table:

Theme	No. of Actions	No. of Milestones	Red	Amber	Green
Managing Covid-19	5	21	0	8	13
Testing and TTP	5	20	0	12	8
A Healthier Wales	4	12	0	3	9
Unscheduled Care & Winter Planning	5	15	0	8	7
Surgery & Theatres	3	17	3	10	4
SW Trauma Network	1	7	0	0	7
Critical Care	1	4	0	0	4
Diagnostics	14	40	2	5	33
Cancer Services	6	39	1	12	26
Primary Care and Community Services	4	37	0	5	32
Mental Health & Learning Disabilities	5	14	0	5	9
CAMHS	2	6	2	2	2
Childrens Services	10	26	2	16	8
Outpatient Transformation	5	13	0	8	5
Field Hospitals	5	11	0	3	8
Partnership Working	5	28	0	8	20
Digital Transformation	6	34	3	7	24
Infection Prevention Control	4	14	0	9	5
Value Based Healthcare	3	15	0	4	11
Capital	5	20	0	7	13
Finance	2	3	0	0	3
Workforce	1	13	0	6	7
<b>Total:</b>	<b>101</b>	<b>409</b>	<b>13</b>	<b>138</b>	<b>258</b>

The overall position shows that there was a good level of progress achieved and delivered throughout Quarter 2 against the agreed milestones with 63.1% completed, 33.7% on track to deliver and 3.2% off-track at some point during the full quarter.

A summary of the actions that continued to remain off-track (Red) at the end of the quarter are detailed below.

Theme	Action	Milestone	Comments
CAMHS	Single base for CAMHS Staff	Swansea Team vacate Cefn Coed and move to NPT	Some clinics for CYP living in Swansea will continue until the new premises become available in April 2021 – Trehafod will therefore not be vacant until April 2021. Plans for one single base for CAMHS need to progress in advance of April to enable full integration of the CAMHS teams. The majority of staff have now moved across to the single base in NPT, however despite staff consultation there is still some resilience. This is being escalated with the operational team at CTM via the commissioning

			arrangements, with the aim to move all staff across by January 2020. The milestone has been reviewed and rolled into Q3&4.
Digital Transformation	Integrated Health and Care	WCCIS – sign Deployment Order and commence implementation	Supporting paper needs to be agreed following discussion at the Digital Transformation Group. Business case will go to SLT in January.

#### 4. GOVERNANCE AND RISK ISSUES

This report is the third to be considered since the beginning of the Covid-19 pandemic. It has been agreed that delivery of the actions will be monitored on a monthly basis and reported to the SLT/Executive Team with a quarterly report to the Performance & Finance and Quality and Safety committees and Board.

#### 5. FINANCIAL IMPLICATIONS

There are no direct financial implications from this paper.

#### 6. RECOMMENDATION

Members are asked to:

- Note the actions and milestones identified within the Q2 Plan;
  - Note the reported RAG status and supplementary comments against each action that is off-track and the revised milestone;
  - Note that a report will be taken to P&F and Q&S Committees on a quarterly basis, followed by Board;
- Note the timelines for the reporting arrangements for the remainder of 2020/21

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"/>
<b>Quality, Safety and Patient Experience</b>		
The paper reflects the impact of Quality, Safety and Patient Experience through the performance against the Q2 Plan actions and their delivery		
<b>Financial Implications</b>		
There are no direct financial implications from this paper		
<b>Legal Implications (including equality and diversity assessment)</b>		
Projects and actions detailed within the Tracker are considered on their own merit through the development of the Quarterly Plans.		
<b>Staffing Implications</b>		
Staffing and workforce performance against the actions in the plan is included in the paper and tracker		
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>		
The Operational Planning arrangements will aim to deliver our Strategic Objectives which were aligned to our Wellbeing Objectives through the development of the Organisational Strategy.		
<b>Report History</b>	This is the second report to the Performance & Finance Committee on the performance status of the actions identified within the Q2 Operational Plan	
<b>Appendices</b>	Appendix 1 – Q2 Operational Plan Action Tracker	